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Address: Jl. Raya Jemursari 51-57 Surabaya 60237-Indonesia

Contact Details: yusak.anshori@unusa.ac.id; Whatsaapp/Phone: +62811337799

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23 NOV 2020

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Philippine Social Science Journal

9 messages

Yahoo Mail Support <dennis_madrigal@yahoo.com> Sat, Nov 21, 2020 at 9:48 PM
Reply-To: Yahoo Mail Support <dennis_madrigal@yahoo.com>
To: "yusak.anshori@gmail.com" <yusak.anshori@gmail.com>

November 21, 2020

DR. M. YUSAK ANSHORI
Dean of Economics and Business Faculty
Universitas Nahdlatul Ulama Surabaya, Indonesia

Dear Dr. M. Yusak Anshori,

Warmest greetings from the Philippines!

The Recoletos de Bacolod Graduate School (RBGS) of the University of Negros Occidental-Recoletos has just published its semi-annual research journal named the *Philippine Social Science Journal* (PSSJ) which is envisioned to be a publication for empirical and scholarly articles that will foster the research culture among the graduate school faculty and students of the University. All papers undergo a double-blind review process and are evaluated in terms of novelty, relevance, technical adequacy, presentation of the paper, and appropriateness for publication. You can visit the website of our journal here: www.philssj.org.

Currently, the journal is in its second year of publication. It endeavors to attract excellent researchers around the country to be part of its pool of scholars that will provide professional and expert advice on the papers being considered for publication. To date, RBGS has started to attract a pool of reviewers with impeccable background and extensive research experience in social research from different universities and research institutions around the country and abroad.

In this connection, may I have the honor to invite to be part of the PSSJ International Editorial Board (IEB)? As a member of the IEB, you will join respected academics from across the globe to provide advice to the Editor on major journal policy and content, especially the strategic direction of the journal. With your field of expertise and researcher work, I am confident that you can help us maintain the quality, integrity, prestige, and sustainability of our journal.

If you accept our invitation, please accomplish the attached Acceptance Form to confirm your willingness.

I am looking forward to your positive response to this humble request of mine. Truly, it will be a great honor to have you as part of our technical panel.

Thank you.

Best regards,

DENNIS V. MADRIGAL, PhD
Dean, Recoletos de Bacolod Graduate School
Editor-in-Chief, Philippine Social Science Journal (PSSJ)
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Yusak Anshori <yusak.anshori@gmail.com> Sun, Nov 22, 2020 at 7:28 AM
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November 23 November 2020

DENNIS V. MADRIGAL, PhD
Dean, Recoletos de Bacolod Graduate School
Editor-in-Chief, Philippine Social Science Journal (PSSJ)

Good Morning,
Thank You for the opportunity that is given to me as a member of the editorial board of PSSJ.
Enclosed please find the acceptance letter.
Once again thank you and always nice to keep in touch with SEAAIR friends.:)
Keep safe and Healthy.

Best Regards
Yusak Anshori.
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Yahoo Mail Support <dennis_madrigal@yahoo.com> Sun, Nov 22, 2020 at 10:39 AM
Reply-To: Yahoo Mail Support <dennis_madrigal@yahoo.com>
To: Yusak Anshori <yusak.anshori@gmail.com>

Dear Dr. Yusak Anshori,

Your acceptance of our invitation to be a member of the PSSJ International Editorial Board has been received with so much joy and pride. Your expertise in your discipline will truly ensure the quality and integrity of our journal.

Meanwhile, I would like to request you to review this business article which we hope to include in our Volume 3 No. 3 Issue this December 2020.

If it's not too much to ask, can we have your review on or before December 5, 2020?

Please find the attached manuscript and reviewer's form for your perusal.

Thanks a lot.
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Yusak Anshori <yusak.anshori@gmail.com> Wed, Nov 25, 2020 at 8:33 AM
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Assalamualaikum Pak,
Tolong di Turnitin sekalian review formnya ya. terus dikembalikan ke saya, saya yang akan kirim balik ke mereka.
Thanks pak dennis.
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Yusak Anshori <yusak.anshori@gmail.com> Fri, Nov 27, 2020 at 5:42 PM
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Allright, will do. thanks
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Yusak Anshori <yusak.anshori@gmail.com> Tue, Dec 1, 2020 at 6:57 PM
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DR. Dennis,

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Thank you for the opportunity.
cheers for now,
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FROM THE EDITOR

Despite the coronavirus pandemic, the Philippine Social Science Journal has sustained the release of its regular issues and a special issue this year. We praise and thank God for sustaining us with His abundant blessings! We are also grateful to the generous and supportive collaborators whose expert guidance ensured the quality and timeliness of the journal issues. A special thanks go to the UNO-Recoletos administration for the continued trust and support for this academic endeavor.

As the challenging year 2020 comes to an end, I am once more proud and happy to present our year-ender issue, the sixth issue of the journal (Volume 3 Number 3, July-December 2020). The issue featured thirteen insightful papers that explored topics on church history, religious culture, health and wellness, societal issues such as street vendor relocation, agrarian reform program and tax collection, entrepreneurship, banking, and education.

As our banner article, I chose the *Augustinian Recollect Legacy to the Church in Negros Island* as an introductory article in connection with the 500th Year of Christianity in the Philippines (1521-2021). In this milestone of the Philippine Catholic Church, the Augustinian Recollect missionaries had significantly contributed to the work of evangelization of the country, particularly in the islands of Negros and Siquijor since 1848.

Emmanuel A. Romanillos delved into the spiritual, socio-cultural, educational, and pastoral heritage of Augustinian Recollect friars in Negros Island since their arrival in 1848, which impacted every aspect of life in Negros. Their enthusiasm, supported by affluent immigrants, contributed decisively to a climate of optimism and progress, placing Negros at the forefront of colonial provinces. Their evangelization effort converted countless unbelievers, settled later in new parishes. The Christian heritage of faith is deeply etched in Negrenses and settlers. The building legacy of Mauricio Ferrero, Manuel Gómara, Felipe Lerena—the cathedrals of Bacolod, San Carlos, Kabankalan—lives on. The pastoral work of Gregorio Espiga, Fernando Cuenca, and Mariano Bernad is indelible in the annals of history. The educational apostolate in Bacolod, San Carlos, Valencia, and Bayawan is reflected in their alumni in public service, business, and religious or priestly ministry.

Yanro Judd C. Ferrer and Roy Moore investigated the prevalence of Adverse Childhood Experiences (ACEs) in Payatas, a poor urban community in Quezon City, Philippines. . Results found that ACEs were reported at significantly higher levels than in existing surveys, which were typically made of Middle-Class populations. The discrepancy grew at higher ACE Scores. Moderate childhood trauma, ACE Scores of 4 or more, was reported as two to five times more common in our Payatas populations than in the existing survey populations. Severe childhood trauma Scores are less available; however, these trends appear to grow at higher ACE Scores. These results suggest that ACEs are far more common in poor urban communities. As ACEs are a major root cause of many social problems, including, but not limited to, addiction, teen pregnancy, domestic violence, depression, attempted suicide, and drug abuse, it does indicate a strong area for effective support.

Jose Leonardo L. Degillo and Lisa Anna M. Gayoles conducted experimental research to determine the effect of Religiously Integrated Cognitive Behavioral Therapy (RCBT) on the psycho-spiritual well-being of people living with HIV (PLHIV). The results of the study revealed a statistically significant increase in the psychological well-being of the PLHIV before and after the RCBT. Although there was an increase in the spiritual well-being of the PLHIV after the RCBT, it was not statistically significant. The findings suggest implications for the inclusion of RCBT in the services provided for PLHIV to improve their psycho-spiritual well-being.

Samuel Brando H. Piamonte, Mark Anthony M. Quintos, and Minami O. Iwayama explored the experiences of gay *santero*s – those who take care of religious statues or *imahes* used for Catholic religious activities. The study looked into the entry of the *santeros* to the practice of *pagsasanto*, their reasons for entering and maintaining the practice, and the benefits that they derive from it. Through interviews with five gay men, it was found out that the family, school, and the local community were contributory in their entry to the practice. Reasons for entry included mundane and spiritual aspects, which can be strengthened by personal and social rewards as the participants continue the practice. *Pagsasanto* is also an activity where they exercise self-expression through the images with religion, gender, and social status comes into play.

Melanie J. Magpantay and Antonio C. Hila examined how Archbishop Rufino Santos continued the work started by the country's first native Archbishop of Manila, Gabriel M. Reyes, in steering the archbishopric to attain its full spiritual maturity. As the "creative personality," Archbishop Santos led a

series of responses that began to stir the social awakening of the Catholic Church in the Philippines to make it responsive to the social issues affecting the Filipinos. These responses allowed Archbishop Santos to elevate the Catholic Action movement to include socio-political concerns, thereby awakening the laity's socio-political consciousness and linking this to their Filipino Catholic identity.

Joselito T. Bayatan and Anabelle S. Palic conducted a descriptive-comparative research design to analyze the economic and social implications of their relocation. This study shows that the relocation of the displaced vendors did not change their economic conditions in terms of their average monthly sales, expenses, and income, but significantly differ when grouped and compared according to their age, educational attainment, family size, years of vending, and types of merchandise. Likewise, their social well-being did not change in terms of education and health and significantly differ when grouped and compared according to the aforementioned variables. Moreover, the relocated vendors' major challenges were as follows: their means of livelihood is very difficult; not enough financial support is given during their relocation; limited space/trading site; and lack of access to the credit facility.

Rhumyla G. Nicor-Mangilimutan, Maria Nove A. Mejica, and Merlita V. Caelian assessed the extent of implementation of community peace and order and public safety (POPS) in terms of crime prevention and control, anti-illegal drugs, public safety, and enforcement of ordinances. It also investigated the differences in the program's implementation when the communities are grouped according to variables. Further, it explored the challenges and suggestions of community leaders. Findings revealed a great extent of implementation, but there were significant differences when barangays were grouped into variables.

Sharon M. Zaragoza and *Merlita V. Caelian* assessed the fiscal implication of the Comprehensive Agrarian Reform Program (CARP) in the real property tax (RPT) collection when municipalities are grouped by income classification, size of the area, and land classification. The findings revealed "very great" negative fiscal implications. No significant differences were found when municipalities were grouped as to income and size but a significant difference when areas were identified by classification. There is a significant relationship between the fiscal implication and the size of the area covered.

Carmen C. Menes and *Ismael A. Haguisan III* determined the relationship between ethical climate, job satisfaction, and hotel employees' organizational commitment. Using stratified random sampling proportionate allocation, 152 employees from two hotels with the same owner and management were identified as respondents. An adapted-modified survey questionnaire was used to collect the data. The results showed that the employees in the standard class hotels perceived an ethical work environment. They were slightly satisfied and committed to their job. Their perceived ethical climate showed a significant relationship with job satisfaction and organizational commitment. The management may explore various ways to improve employees' ethical climate, job satisfaction, and organizational commitment to attain higher productivity.

Desiree Joy D. Perez and *Joseph G. Guevarra* assessed the entrepreneurial competencies and readiness of extension and community service beneficiaries of training on transferred technology of a state university in Negros Occidental, Philippines. The results showed moderate entrepreneurial competencies and high entrepreneurial readiness. Likewise, it also revealed significant differences in competencies and readiness when respondents are grouped by educational attainment and entrepreneurial training. Moreover, a significant relationship was found between entrepreneurial competencies and readiness. Findings aver that the economic advancement of the individual is a result of investment in human capital. Given community empowerment, the entrepreneurship development plan formulated will supplement the existing program of the institution.

Suhartono Suhartono and *Saladin Ghalib* determined the effect of GCG and other variables on the banks' performance indicated by the profit. This study used ten determiners as the independent variables such as NPL, LASSET, LTA, ETA, FBIR, TDR, LDR, NIM, DGCG, and GCGI, while the dependent variable is ROA. The data were taken from the BPD's financial reports from 2014 to 2019. There were 26 BPDs as the sample based on the stipulated criteria. The results show that NPL is an essential factor for increasing the banks' performance. Next, the time deposit ratio to total deposit also has a positive effect but not significant. The LTA ratio is negative but not significant, while GCGI has a significant effect. Therefore, NPL and GCG are the dominant factors in determining the banks' performance. The modeling constant values are all significant, indicated by the risk level ranging from 36-40%. It can be concluded that NPL is an important variable in determining risk for banks, so is the

GCG index that can also affect the banks' performance. Therefore, BPDs should pay attention to their NPL and GCG in order to increase their performance.

Lester John T. Quijano and *Ma. Judy B. Legaspi* explored grammar proficiency and sequencing skills in narrative writing of the Grade 7 students. Specifically, it sought to determine the significant difference in the level of grammar proficiency and sequencing skills. The findings revealed that the students have a low level of grammar proficiency and average level in sequencing skills as a whole. Moreover, a significant difference exists in the level of grammar proficiency and the level of students' sequencing skills when grouped according to academic performance in English and track, while no significant difference exists when the students are classified according to sex. The results imply that students can sequence events in a narrative. However, they find difficulty in writing grammatically correct sentences.

Kevin T. Lagat described and analyzed the perceived difficulty in implementing Flexible Learning (FL) strategies of 60 teacher education faculty members of a state university in an eastern province in the Philippines. Moreover, this study investigated the correlation between the faculty members' demographics and their perceived difficulty implementing flexible learning strategies. Results revealed that faculty members, in general, considered flexible learning strategies to be slightly difficult to implement. A significant relationship was also found between the faculty members' generational age and their perceived difficulty in the Instructional Approach and Resources domain. The findings of this study suggest capacity building initiatives to address the identified difficult flexible learning strategies of the faculty members.

Kenia Hukom and *Dennis V. Madrigal* investigated the associations among the demographic variables, the level of academic stress, and the extent of coping strategies of sixty-seven Filipino high school students with single-parents in a Catholic school. The data revealed that their academic stress is low, with no significant relationship between academic level and single-parents' educational level. However, a moderate level of academic stress was found with a significant relationship between sex and family monthly income. The overall extent of coping strategies is great, with a significant relationship between family monthly income. However, there is no significant relationship between coping strategies and academic level, sex, and single-parents' educational level. Finally, no significant correlation was found between academic stress and coping strategies.

Miguel Avellaneda OAR chronicled the creation of a mission territory evangelized for many decades or centuries by Augustinian Recollect missionaries into an apostolic vicariate or diocese was always an occasion for jubilation for them and the crowning glory of their efforts. This was the case of the Diocese of Bacolod in Negros Island, whose evangelization was entrusted to them in 1848. The article was translated from the original Spanish text and annotated by an erudite Filipino Augustinian Recollect historian, *Emmanuel Luis A. Romanillos.*

May the presented research findings address the literature gap and serve as a basis for policies, programs, and plans of action that will enhance organizational practices and improve the quality of life.

We extend our heartfelt appreciation to all contributors, referees, and editors for making this 6th issue possible during this coronavirus pandemic.

A Happy, Healthy, and Prosperous New Year to all. God bless!

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Augustinian Recollect Legacy to the Church in Negros Island

Emmanuel Luis A. Romanillos
Recoletos School of Theology, Quezon City, Philippines

Article history:
Submitted: 25 October 2020
Revised: 13 December 2020
Accepted: 31 December 2020

Keywords:
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Augustinian Recollects
Evangelization
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Philippines

ABSTRACT. The Recollects' arrival in 1848 impacted every aspect of life in Negros. Their enthusiasm, supported by affluent immigrants, contributed decisively to a climate of optimism and progress, placing Negros at the forefront of colonial provinces. Their evangelization effort converted countless unbelievers, settled later in new parishes. The Christian heritage of faith is deeply etched in Negrenses and settlers. The building legacy of Mauricio Ferrero, Manuel Gómara, Felipe Lerena—the cathedrals of Bacolod, San Carlos, Kabankalan—lives on. The pastoral work of Gregorio Espiga, Fernando Cuenca, Mariano Bernad is indelible in the annals of history. The educational apostolate in Bacolod, San Carlos, Valencia, Bayawan is reflected in their alumni in public service, business, and religious or priestly ministry. Forever we cherish the sojourn of Saint Ezekiel Moreno, Blessed Martín de San Nicolás, and Blessed José Rada, who touched the lives of our forefathers in Talisay, Binalbagan, and La Carlota.

I. Early Years of Evangelization (1622)

Father Jacinto de San Fulgencio, Father Juan de San José, and Brother Francisco de San Nicolás were the Discalced Augustinian, or Augustinian Recollect pioneers in the evangelization of Negros in 1622. A total of 1,500 families were spiritually ministered to by the first Recollect missionaries. Father Jacinto constructed a lowly convent in Binalbagan.

The Calced Augustinians had first evangelized three missions: Binalbagan, Tanjay, and Ilog. The mission of Binalbagan was created in 1575, but three years later, it was abandoned for lack of priests. Under the patronage of *Nuestra Señora de la Encarnación* [Our Lady of the Incarnation], Ilog was made a mission by the Augustinian missionaries, as resolved by the provincial chapter of 1584. It was held for some years with "great hardship because of the wilderness of the people of the island," but by 1588, there was no missionary to take care of it, and it had to be handed over to the secular clergy of Cebu. Thus in that same year 1588, Bishop Domingo de Salazar lamented the spiritual neglect of Negros: "The [missions] have been abandoned, and the baptized Christians are neglected and have again become idolaters."[1] The first Augustinian missionary had left the mission of Ilog in 1586. The Jesuits reestablished the mission station of Ilog only in 1630.

Calced Augustinian missionaries founded Tanjay in 1580, but in 1583 the mission was completely abandoned. Fray Diego Ferreira was the first parish priest in 1599. Thereafter, the Jesuit missionaries from Bohol visited their Tanjay mission station intermittently. In March 1620, Dumaguete was created into a parish with Fr. Juan de Roa y Herrera appointed as parish priest (1620-1623).[2]

Ilog was under the care of the diocesan priests after 1600. The Jesuits took over in 1630. The foundation of Binalbagan must have been in early 1600s. The last secular priest Fr. Francisco Rodriguez ceded it to the Augustinian Recollects in 1626. Among the Recollects who served Binalbagan were Blessed Martin de San Nicolas, Fr. Lorenzo de San Facundo, Fr. Gaspar de Santa Mónica, Fr. Jacinto de San Fulgencio and Juan de San José. In 1638, Prior Provincial José de la Anunciación returned it to Fr. Francisco Rodríguez in exchange for Romblon.

In the 1580s, the Island of Negros had about 2,987 tributes, with each tribute representing five persons. Hence the estimate would be 15,000 inhabitants.[3] In 1606, the population had dropped to an estimated 13,500. Encomenderos had produced a census in 1660, and the population estimate was 12,655.[4]

Negros historian Ángel Martínez Cuesta names five villages in the 17th century, which became towns in the future: Ilog,[5] Kabankalan, Binalbagan, Dumaguete, and Tanjay. He cites further the sitios of Inauanan, Manapla, Bago, Siaton, Bayawan, Sipalay, Marayo (Pontevedra), Manalongon (Sta. Catalina), Pandan (Pulupandan), and Dauin. Towns took long to exist for the following reasons:

[1] Angel Martínez Cuesta, *History of Negros* (Manila, 1980) 35.
[2] Martinez Cuesta, 70-71.
[3] *Ibid*, 39.
[4] *Ibid*., 43.
[5] *Ibid.* 60, Martínez Cuesta believes that Ilog had an old name, and it was Jima, found at the banks of Ilog River. It was not the town of Jimamaylan or Himamaylan.

distance from the source of livelihood, the opposition of *encomenderos* to have their tributes lessened, and most of all, Moro piratical raids.

II. Immediately Prior to the Recollects' evangelization

The island of Negros had "fertile lands in greatest abandon."[6] The native sowed and planted a little of palay, corn, camote, etc., just enough to satisfy the needs for survival. There was no such thing as agriculture, which was the chief means of progress elsewhere. There was no commerce and industry in the place which lay "in the most scandalous misery."

The 17th and 18th centuries witnessed the lamentable decrease of the population and the rampant piratical raids and plunder by Moros from Mindanao and Sulu. The pirates razed the churches and rectories to the ground. Palay harvests were carted off to Moro lairs in the southern Philippines. Defenseless inhabitants were either slaughtered or captured and later sold in slave markets. Domestic animals they could not take with them, as well as farms, were mercilessly set afire. Missionaries and parishioners fled to the safety of the mountains and hinterlands. Often without arms and ammunition, the parish priests were left to their fate; they had to fend for themselves and seek shelter in the wilderness. Furthermore, the decades rolled on into centuries in barrenness and stagnancy.

The population increased notably prior to the Recollects' return. The causes were the continuous migration of people from neighboring islands, especially Panay. The war against piracies gained ground. Forts strategically located served as an early-warning system against piratical invasions. The introduction of the smallpox vaccine aided in no small degree the reduction of mortality rate during a viral epidemic. Thus from a few thousands of scattered residents in the early years of mission work to 4,438 tributes (25,879 souls) in 1794 to 7,356 tributes (42,914) in 1818 and 94,692 souls in 1846.[7]

III. Results

The arrival of the Recollects in Negros in 1848 is a major event in the history of the island. According to Ángel Martínez Cuesta, "their arrival would soon come to bear on all the aspects of her life. The enthusiasm of the Recollects would contribute decisively toward the creation of a climate of optimism and progress that would soon place Negros at the forefront of the Philippine provinces."

Martínez Cuesta goes on:

> One fact suffices to show how quickly the island developed. Whereas in 1848, it was a semi-abandoned island with no bearing on the country's economic context, in 1892, hardly 44 years later, it came to hold the first place in the country's exports. The exports of Negros sugar amounted in that year to 20% of the total value of the Philippine exports. Simultaneously and strongly intertwined with this fact, other factors came up, such as the multiplication of the population by four times, the massive foundation of new towns and parishes, the immigration of Spanish and Ilongo farmers and Chinese traders, and the improvement of the primary schools, health and communications. In 1896, the Recollects even were able to open a high school in Bacolod for the children of the emerging middle class of the island.
>
> These changes were the happy result of a combination of circumstances, each of them contributing in its own way: The fertility of the soil and the mildness of the climate laid the foundation. Then came high prices for sugar in the world market, the liberalization of trade, the opening of the port of Iloilo to foreign shipping, technical progress, peace and order, the insight and tenacity of a handful of men, such as Fr. Fernando Cuenca, the English merchant Nicholas Loney, and the *hacenderos* Eusebio Ruiz de Luzuriaga, Agustín Montilla, Leopoldo Gastón, Miguel Pérez, and Diego de la Viña; the abundance and cheapness of land and labor, the incentives given by some provincial governors and the enthusiasm and experience of several parish priests.
>
> For long, both the civil and ecclesiastical authorities had wanted to replace the secular clergy with a religious order. They believed that the regular clergy, being better trained and more zealous, would take the island out of its paralysis and stimulate its immense natural resources. This belief, plus the scarcity of priests in the Diocese of Cebu and a clear mistrust of the political loyalty of the native clergy, brought about the turnover of its spiritual administration to the Augustinian Recollects.

[6] Licinio Ruiz, *Sinopsis histórica de la Provincia de San Nicolás de Tolentino de las Islas Filipinas* II (Manila, 1925) 122.
[7] Martinez Cuesta, 155-156.

On 15 April 1848, Bishop Romualdo Jimeno of Cebu wrote to Governor-General Narcisco Clavería about the dearth of native clergy for the curacies of Negros. On 27 May 1848, General Clavería passed to the Provincials of the four religious orders in Manila the Bishop's request that asked for the spiritual administration of the island by any of them. Two days later, the Recollect provincial replied and accepted the island, promising to send six priests within six months. On June 20, 1848, Clavería accepted the offering and entrusted "the spiritual administration of Negros to the Recollects that they may occupy those parishes and missions that may be vacant and those that as time goes on would become vacant."

Amlan and Siaton on the east coast and Kabankalan and Himamaylan on the west were the first four parishes turned over to the Recollects between 28 August and 28 October 1848. At that time, the first three were newly created parishes, separated from Tanjay, Dauin, and Himamaylan, respectively.

Himamaylan had a parish priest since 1842, the well-known peninsular priest Jose María Pavón who had been transferred to the nearby parish of Hinigaran, founded as a parish in the previous month of February.

In the following decades, the Recollects brought about an ambitious plan that changed the religious map of the island with the creation of a great number of new parishes and missions. From 1848 to 1861, no less than seventeen new parishes were created. After five years dedicated to their consolidation, in 1866 began what we may call the second chapter in the parochial organization of Negros, which could be extended until 1890. In these twenty-five years, eleven parishes came into being. The Recollects took over the five parishes that remained in the hands of the secular clergy. These were Tanjay (1866), Bacolod (1871), Silay (1881), Bago (1882), and Ilog (1889). All of them were ceded to the Recollects only when the diocesan parish priests passed away. In this way, the spiritual administration of the island became homogenous.

The third chapter of the pastoral organization of Negros goes back to 1889 when the Recollects submitted to the national government a missionary plan that foresaw the simultaneous opening of ten new missions. It did not begin until 1894-1895, when, in the wake of much debate and major changes, the colonial government approved the foundation of no less than twenty-nine missions, and the Recollect superiors began to appoint their respective pastors. This project was the most ambitious pastoral plan ever cast by the Recollects in the Philippines. In it, we can see summarized all their deep concern for the poor and abandoned people. The Recollects were aware of the difficulties the plan entailed. Most of the proposed missions would rise in regions still unexplored with hundreds of deserters, robbers, murderers, and every kind of undocumented people. The missionaries were also conscious that among them were also thousands of simple people deprived of any civil and church services. Some of them were still unbelievers, and the Recollects wanted to come to their help.

In five decades, the Recollect established in Negros no less than 56 parishes and missionary stations: 16 between 1848 and 1861; 11, from 1866 to 1889; and 29 in the last seven years. We must bear in mind that parishes held by diocesan priests were ceded to the Recollects on account of the resignation or transfer to another parish, like those of Dumaguete (1855) and Dauin (1857). The six ministries were given to the Recollect Order upon the death of the parish priests: Sibulan (1856), Bacolod (1871), Tanjay (1866), Silay (1881), Bago (1882), and Ilog (1889).[8]

IV. Negros Occidental

Bacolod City.[9] At the main entrance of San Sebastian Cathedral in Bacolod City, the whitened statues of two great Augustinian Recollect missionaries of Negros garbed in their white habits and black cinctures stand guard. They are Fr. Fernando Cuenca and Fr. Mauricio Ferrero. Cuenca is deemed as one of the makers of modern Negros Island.[10] Mauricio Ferrero is dubbed as the Father

[8] Martinez Cuesta, *History of Negros,* see footnote 7, 212.

[9] Pablo Panedas, *Iglesias recoletas hoy en Filipinas*, in *Recollectio* 31-32 (2008-2009) 286.

[10] Born into a family of farmers in Zaragoza, Spain, the future Negrense missionary joined the Recollects in 1844. The month of January in 1850 found him as the first curate of Talisay, where he died forty-two years later. An assiduous community builder, Fr. Fernando Cuenca (1824-1902) proclaimed the Good News of Christ to northeastern Negrenses and laid the foundations of the towns of Victorias, Cadiz, Escalante, Manapla, Calatrava and E. B. Magalona. Through his efforts, Talisay—once a vast wasteland of cogon—was endowed with well-planned streets, aqueducts, edifices, sugar cane plantations, and a road to Bacolod. A hydraulic press for milling sugar—his invention—was first introduced to Negrense planters in 1873; so was abaca and coffee production. People from Negros and Iloilo profited much from his expertise in herbal medicine and hydrotherapy in his kumbento-*cum*-hospital. He typifies the dedicated friar whose countless contributions to Philippine society, education, culture, and economy are etched in the minds of grateful Filipinos.

of Bacolod City.[11] He was parish priest of the Negros Occidental capital for 33 years (1870-1894; 1897-1898; 1902-1909).

Besides making and executing the city plan of Bacolod, Fr. Ferrero constructed the strong church, big convent, cemetery, mortuary chapel, and schools.[12] He further built the jail noted for its fort-like characteristics. It took six years to finish the church, and in 1882, it was inaugurated. The temple has three naves with a gilded *retablo*. Isidro Maria Lago of Iloilo painted and decorated the interior of the house of God. He would do the same for many churches in Negros. On 15 July 1932, it became a cathedral, elegant, spacious, enduring tangible legacy of the Augustinian Recollects to the Church in Negros. Its two bell-towers reigns over the town square. His legacy to Bacolod was so great that he was free to go around free at the outset of the Revolution in Bacolod while doing his pastoral tasks.

Kabankalan City. In 1848, Kabankalán had a fertile plain and was given a parish priest at once. In 1905, Fr. Tiburcio Fernández had to start from scratch. Working in a hostile environment after the Revolution, the Recollects perseveringly exerted great effort in regaining the trust of the people. Fr. Felipe Lerena had the church in honor of Saint Francis Xavier inaugurated in 1935. With the creation of the Diocese of Kabankalan, the Recollect church became its cathedral on 30 March 1987. The sugar central and the hacenderos contributed sums of money and materials for the construction.

San Carlos City. The construction of what is now the cathedral church of San Carlos Borromeo was started in 1928 by Father Leoncio Reta.[13] The solid foundation and a few meters of the walls, all made of concrete, had been finished when lack of funds constrained the parish priest to suspend the works. Older people interviewed by this author averred that the Italian *contratista* had run off with the church funds to Australia.

In May 1935, Fr. Manuel Gómara,[14] The builder of the church and convent in Lemery, Calatrava, wanted to continue with the construction. He sought the assistance of the hacenderos of San Carlos, the Menchacas, Llantadas, Broces, and Gamboas, who wholeheartedly contributed much to the project. The target amount of 12,000 pesos was not enough, and Don Julio Ledesma eventually donated the hefty sum of 20,000 pesos. The frenzied pace started immediately after and on 4 November 1935 was blest and inaugurated. With the creation of the Diocese of San Carlos, the Recollect church became its cathedral on 30 March 1987. The church is 51 meters long and 22 meters wide. Its style is a happy marriage of Gothic, Byzantine, and Romanesque. The huge lateral windows

[11] The friar from Arnedo, la Rioja, Fr. Mauricio Ferrero (1844-1915) served the parish of the future capital of Negros Occidental for a total of 33 years, long enough to be deemed as the Father of Bacolod City. Fr. Mauricio Ferrero's arrival at Bacolod in 1871 signaled portents to come. Under his initiative and direction, the present magnificent cathedral and rectory—which was constructed in 1891-1894 and turned into the Bishop's house in 1941—were constructed. The cemetery, mortuary chapel, Puerto San Juan [headquarters of the *Guardia Civil* and later the provincial jail], and school edifices were likewise completed during his term. The two statues at the Bacolod cathedral are tokens of gratitude to the Recollect priests' works in the service of Bacolod and the whole Negros. See Emmanuel Luis A. Romanillos. *Events in Bacolod, Negros Occidental in the Parish Chronicle (1871-1909) of Fr. Mauricio Ferrero OAR and other Essays*. Quezon City 2016; Dennis V. Madrigal, Emmanuel Luis A. Romanillos. *Padre Mauricio Ferrero, OAR (1844-1915): Father and Builder of Bacolod*. Bacolod City, 2016.

[12] L. Ruiz, *Sinopsis*, 172-173.

[13] Born to José María Reta and Claudia Unzué, Fr. Leoncio saw the light of day on 20 March 1893 in San Martín de Unx, Navarra. He entered the Recollect Order at its priory of Monteagudo and professed his simple vows in 1909. After his sacerdotal ordination in 1916 in Marcilla, he set sail for Manila in September of that year. The Recollect's first pastoral responsibility was San Carlos, for which he received his *patente* as an assistant priest on 6 May 1917. Under Padre Francisco E. Echanojáuregui, curate since May 1909, he studied the Cebuano language. On 11 November 1917, Fr. Leoncio was named parish curate of Lemery. At this curacy, he exercised his ministry until 31 July 1921. On 3 August, he took over Old Escalante. Fr. Leoncio, however, could not bring the church of San Carlos to completion because in May 1928, he had to leave the parish for a foreign assignment. At the provincial chapter of that year, he was elected vice superior of Marcilla, Navarra. In subsequent years, he would return to San Carlos for his canonical visits, first as vicar provincial (1931-1934), then as prior provincial (1934-1938), and later as prior general (1938-1944). See Miguel Avellaneda, *Continuación del Padre Sádaba o Segunda parte del 'Catálogo de los Religiosos de la Orden de Agustinos Recoletos' (1906-1936)* (Rome 1938) 575.

[14] Fr. Manuel Gómara was born in Cascante, Navarre, Spain, on 3 May 1895, the same year San Carlos was founded as a parish. In October 1911, he joined the Recollect Order at Monteagudo. Soon after philosophy and theology in Spain, he was sent to Manila, where Archbishop Michael O'Doherty ordained him as a priest in December 1919. In May 1920, the parishioners of Bacolod welcomed Padre Manuel as assistant priest. He received his *patente* as curate of Lemery in early July 1921. However, he had to delay his departure until 12 July when he bade good-bye to his parishioners. After seven years in Lemery and Calatrava, the 33-year-old Padre Manuel was assigned to San Carlos in 1928. Here he remained eight years until 1936. Furthermore, here he returned as parish priest twice: 1937-1940 and 1949-1951. In 1941 he finished the construction of the high school for boys in San Carlos—Santo Tomas de Villanueva Institute. After his appointments as provincial councilor (1938-1944), as superior of the mission, vicar forane and diocesan consultor of Bacolod diocese (1938-1943), or as prior of San Nicolás convent at Intramuros (1944-1946), provincial procurator (1945-1946), he would always retrace his steps to his beloved San Carlos where he had spent thirteen years of his life as curate. The 1950s found him as a school administrator of Colegio de Santo Tomas. In the 1960s, he was the seminary procurator and a confessor of the young seminarians. The well-loved Padre Manuel's last years were spent with the religious community of Colegio San Agustín in Valladolid, Spain. He was noted for his wittiness, congeniality, dedication to prayer, and love for things of the Order. Padre Manuel died of lung cancer on 4 September 1979, Feast of Our Lady of Consolation. He was 84. For more of his life, see Emmanuel Luis A. Romanillos, *San Carlos Parish Yesterday and Today*. Quezon City, 1995.

provided fine light and ventilation. The temple of God followed the blueprints drawn by Dr. Cereceda, and it was built under the supervision of Angel Locsin Yulo, a Bacolod architect.[15]

La Carlota City.[16] La Carlota became an independent town in 1869. The Recollects sought for its creation as a parish in 1876, separate from San Enrique, and put it under the spiritual patronage of Our Lady of Peace. It was an important center of sugar since the beginning. The sugar cane plantation reached the foot of Mount Kanlaon.

The first parish priest was Fr. Andrés Torres, who administered La Carlota for almost twenty years (1877-1888, 1891-1898). He constructed a church with grandiose dimensions: 75 meters high, 14 meters high, 24 meters wide, and 40 meters in the transept. It was unfortunate that he could not bring the enormous temple of God to its happy conclusion. The Revolution in Negros caught up with him in 1898.

The future Blessed José Rada, one of the Martyrs of Motril at the onset of the Spanish Civil War in 1936, was arrested in this town with four other confreres, and all suffered indignities at the hands of the revolutionaries. Thirty-five Augustinian Recollect curates were held captive in La Granja, forced to work in the fields. After the Revolution, Fr. Pedro Pérez returned to La Carlota only to discover that the church edifice had been taken over by the schismatic Aglipayan sect. The Recollects fought hard to recover the parish church, which they eventually did.

The church project was continued, and in 1925 Fr. Leandro Nieto, the future apostolic prefect of Palawan, could put the roofing of the church and embellish its interior. Lack of funds forced the delay in the construction. Came Fr. Santiago Vilda, who urged his parishioners to work hard for the church construction. The church was finally blest on 23 January 1936.

Calatrava.[17] Calatrava became an independent parish in 1870. Formerly a barrio of Escalante in 1860, the new parish of Saint Peter and Saint Paul had the villages of San Carlos, Guadalupe, Zaragoza, San Isidro, Lemery, and Norzagaray under its extensive jurisdiction.

A church of *mampostería* (rubblework), 47 meters long by 14 meters wide, had been built by Fr. Ángel Maestro. The Revolution left Calatrava without priests, and the town fell under the Aglipayan sect until 1910. Fr. Manuel Gómara built a new church shortly before 1930. The actual parish church of Saint Peter and Saint Paul was the work of Fr. Facundo Valgañón, who administered Calatrava for twenty-six years (1938-1964).

La Castellana.[18] An independent town from Pontevedra since 1894, La Castellana had its church razed to the ground by the American soldiers. The rectory was further damaged by the soldiers who made it unfit for habitation for the returning Recollect priest Fr. Pedro Pérez. It was aggravated by the eruption of the Kanlaon Volcano in 1904. The present church was commenced by the Recollect parish priest Fr. Juan Lavaca in 1920 with the help of the hacenderos and American benefactors. It was once more burned to the ground by a conflagration in 1949, which left only the walls standing. Again, with the financial assistance of the hacenderos, Fr. Francisco Azcárate repaired the church, and in July 1950, the Recollects ceded it to the Columban priests.

Talisay City.[19] The parochial church of Talisay City was initiated by Fr. Fernando Cuenca, who was parish priest from 1851 until his death in 1902. It was constructed and dedicated to the Augustinian Saint Nicholas of Tolentino and finished by Fr. Miguel García in the 1920s. Fr. Cuenca's rectory-*cum*-hospital admitted as patients prominent persons, military personnel, diocesan clergy, and Recollect confreres, including Saint Ezekiel Moreno.[20] Prominent people from all over the Spanish colony trooped to Minuluan to undergo a hydrotherapeutic cure.

Another church edifice was constructed in 1936 by Fr. Luis Álvarez. The construction stopped as Fr. Álvarez needed the sum of 80,000 pesos to finish the work. It was his successor, Fr. Santiago Vilda, who finished the church construction, and the temple was finally blest by the papal nuncio Msgr. Guglielmo Piani on 9 September 1939.[21]

Valladolid. Erected in 1852, the parish of Valladolid was put under the spiritual patronage of Our Lady of Guadalupe. Quiapo, Manila-born Fray Celestino Romero was its first parish priest, and he designed the layout of the town. The new stone church was begun by Fr. Carlos Úbeda in 1877,

[15] Rafael García, *Inauguración de la Nueva Iglesia de San Carlos, I. F.,* in BPSN 27 (1936) 80-81.
[16] Pablo Panedas, *Iglesias recoletas,* 333.
[17] Pablo Panedas, 331-332.
[18] *Ibid*.,334-335.
[19] Panedas, 335-336; Marcelino Simonena. *Fr. Fernando Cuenca of St. Joseph Augustinian Recollect.* Bacolod City 1974.
[20] Chapter 9 (Convalescence in Talisay, Negros Occidental) in Emmanuel Luis A. Romanillos, *Bishop Ezekiel Moreno, an Augustinian Recollect Saint Among Filipinos* (Quezon City 1993) wholly deals with Fr. Cuenca's hydrotherapy in his Talisay rectory-*cum*-hospital.
[21] Dennis V. Madrigal [ed.], *Handurawan. Visita Iglesia Negros y Recoletos* (Bacolod City 2006) 45.

but he could not finish it because of the revolutionary upheaval in 1898. The Revolution erupted in Negros in November 1898, and the Aglipayans occupied the churches, including that of Valladolid. The Mill Hill missionaries served Valladolid parish from 1909 to 1917 and ceded it to the diocesan clergy.[22] By 1925, this town was under Bago's parish administration, which likewise took care of San Enrique, Pontevedra, and Zaragoza.

A zealous and much-revered Recollect parish priest for over fourteen years—Julián Miguel de San Antonio de Padua—traveled to Iloilo City for treatment but passed away there in August 1872. His mortal remains were requested by the town authorities. From Iloilo, the remains were transported by ship to Pulupandan, wherefrom the grieving parishioners walked with lighted candles in procession to Valladolid, where they arrived at ten o'clock at night. Fray Julián was interred two days after in the parish church.[23]

Old Escalante.[24] The huge Silay parish jurisdiction had two of its barrios made into parishes: Nueva Sevilla or Escalante and Tucgagauan or Saravia. Escalante became a town in 1861 and it had Calatrava, Toboso, Salamanca, Bontoc and Arguelles as barrios. [25] Fr. Cipriano Navarro was its first parish priest of Saint Francis of Assisi Parish and served its parishioners in 1860-1867. Fr. Gregorio Aperte built the old parish church. In 1901, Fr. Eusebio Valderrama was put in charge of the parish after the Revolution. On the night of 15 May 1909, Fr. Víctor Baltanás was murdered in the rectory by an Aglipayan follower. He was a "person of peaceful disposition, …incapable of harming anyone intentionally," a victim of vilest sectarian Aglipayan conspiracy.[26]

Saravia. Formerly known as Tucgaguan [or Tukgawan], the new parish was set up in 1860 and was renamed Saravia after Negros Politico-Military Governor Emilio Saravia. The parish jurisdiction included Marianas (Himogoan), Valdivieso (now Cadiz), Columela, Sicaba, Manapla, and Torenos (Victorias). Saravia was renamed Enrique B. Magalona in 1967 in honor of a senator.

After his pastoral assignments in Liloan (Cebu), Dumaguete, and Siaton, Fr. Pedro Lago administered the parish of Saravia in 1861-1872. His successors, Fr. Lorenzo Cordon and Fr. Francisco Rada, built a bigger church that existed until 1951. Fr. Inocente Lamata was the last parish priest in 1921-1922.[27]

V. Negros Oriental

Bacong.[28] A town since 1837, Bacong was separated from its matrix Dumaguete. It became a parish with former Prior Provincial Fr. Joaquín Soriano as its first parish priest in 1849-1858.[29] He first constructed provisional quarters and a chapel. He then built the convent made of strong materials in 1856. The church dedicated to Saint Augustine of Hippo is attributed wholly to its hardworking parish priest Fr. Leandro Arrué.[30] He laid its cornerstone in 1866. During his second term that started in 1882, he finished the exterior of the temple. He was busy with the embellishment of the church interior when he was elevated to the see of Jaro in Iloilo in 1885. Fr. Laureano Navarro started the belfry. Fr. Jorge Carcavilla purchased the pipe organ from the Roqués Brothers of Zaragoza, Spain, installed in his church in 1894. The Recollects left Bacong during the Revolution and returned to the town in 1907. They finally ceded it to the diocesan clergy in 1965.

Sibulan.[31] The parish of Sibulan was established in 1838 and was put under the religious patronage of the Lisbon-born Franciscan miracle-worker San Antonio de Padua.[32] The civil town had been founded a year earlier, *i.e.*, 1837.[33] The parish of Sibulan was ceded by the diocesan clergy to the

[22] *Ibid*., 49.
[23] Sádaba, 472-472.
[24] Madrigal, 77.
[25] Martinez Cuesta, *History of Negros*, 175.
[26] The whole chapter *Padre Víctor Baltanás, Martyr of Escalante († 1909)* deals with the murder and subsequent trial in Bacolod, see Emmanuel Luis A. Romanillos, *The Augustinian Recollects in the Philippines. Hagiography and History* (Quezon City 2001) 89-98.
[27] Madrigal, 83; Sádaba, 462; Avellaneda, 85.
[28] Panedas, 33.; Madrigal, 65
[29] Sádaba, 393.
[30] Sádaba, 506-508.
[31] *Ibid.*,34
[32] Marcellán, 143.
[33] *Parroquia de San Antonio, Sibulan, Negros Oriental*, in Jesús Sobejano, *Los Agustinos Recoletos. 375 años en las Islas Filipinas.1606-1981* (Quezon City 1981) 48.

Augustinian Recollects in February 1856[34] After the death of its unnamed diocesan priest.[35]

Sibulan was ceded to the Recollects in 1856 with Fr. Tomás Mezquita as a first parish priest. He found his curacy bereft of church and rectory, which had been razed to the ground in 1854. The construction of the parochial church with three naves was started by his successor Fr. José María Cabañas. It was continued and finished by Fr. Pedro Echevarría. The church edifice had *harigues* [posts] made of sturdy wood, and its walls were *cotta*.[36] Subsequent parish priests made great improvements to the edifice. Fr. Pedro Echevarría's successor, Fr. Eugenio Sola, who would become prior general of the Recollect Order in 1918-1920, constructed the retablos. The construction of the church atrium was done during the term of Fr. Manuel Clemente, who fenced it with wood and *cotta*. Every hardworking parish priest of Sibulan did not stop doing projects for the embellishment of the divine temple.[37]

In the wake of his 1904 pastoral visit in 1904, Bishop Frederick Rooker of Jaro assigned a Recollect priest to Sibulan as requested by the parishioners. With the prior provincial's consent, Fr. Nemesio Llorente was sent from Manila in August 1904 to San Antonio de Padua Parish in the wake of the Revolution in Negros Island in 1898 had expelled almost all the Recollects from the parishes.[38] Recollect biographer Franciso Sádaba wrote that Fr. Llorente "was welcomed by the residents of this town, where he continues until now [1906] with extraordinary displays of joy."[39] It was Fr. Llorente's collaborative effort, the town leaders, and parishioners that the attempts of revolutionary leaders and arsonists were frustrated from their church-burning activities in Sibulan. Fortunately, their church edifices were preserved from destruction, unlike those of Valencia, Bais, and Amlan.

The end of World War II found the church in ruins, as the Japanese Imperial Army made it their garrison, and the Liberation forces bombarded it. The convent was likewise ruined. Fr. José Lizárraga rebuilt the church—63 meters by fourteen meters—in 1949. Fr. Fermín Samanes finished its construction in the 1950s. Sibulan was ceded to the diocese of Dumaguete in 1984.

Dauin. In 1857, Dauin was ceded to the Recollect Province of Saint Nicholas, whose superiors assigned Fr. Manuel Navarro as the parish priest. He laid the foundations of the solid church, but it was Fr. Manuel Cabriada who finished it. Fr. Tomás Gonzáles endowed the parish with its convent.

Valencia. Luzuriaga or Nueva Valencia had Fr. Tomás Mezquita as its pioneering parish priest. It was his good fortune to erect the provisional church, convent, and school buildings. Fr. Eladio Logroño erected the solid convent between 1869 and 1875. He then went on to build a strong church in 1886. He brought a potable water source to the town. The Recollects left the parish during the Revolution only to return to it in 1904 in the wake of repeated requests. In their effort to scare and drive away the parish priest, some malcontents burned the convent and church of Valencia. However, the undaunted Fr. Paulino Jiménez built another very strong church and convent with the willing cooperation of the whole parish population.

Nueva Valencia was created into a parish in 1854. The church collapsed during the year.[40] Fr. Eladio Logroño built another edifice. The revolutionaries razed it to the ground. They did the same to the churches in Amlan and Bais. Fr. Paulino Jiménez reconstructed the church in record time. It was made of *mampostería* and a façade that provided the church with fine ventilation.

Zamboanguita.[41] Zamboanguita was separated from Dauin in 1866. Fr. Faustino Sánchez was assigned as its first parish priest. The church construction began in the following year. The temple took so long until it was finished in 1890. Fr. Alejandro Osés covered the roof with galvanized iron in 1923. World War II demolished the church. Father Leandro Palacios celebrated masses, and others

[34] Licinio Ruiz, *Sinopsis histórica de la Provincia de San Nicolás de Tolentino de las Islas Filipinas de la Orden de Agustinos Descalzos* II (Manila 1925) 157, specified the month and year: February 1856. Other authors like Fidel de Blas, 44; Sobejano, 48; Martínez Cuesta in *History of Negros*, 212, and *Historia de los Agustinos Recoletos* II, 157, all affirm that the Recollects started in Sibulan in 1856.

[35] Martínez Cuesta, *History of Negros*, 122. Five more parishes in Negros Island were likewise ceded to the Recollects after the demise of their respective parish priests: Tanjay (1866), Bacolod (1871), Silay (1881), Bago (1882), and Ilog (1889). The foremost Negros historian reiterates that Sibulan was put under Recollect jurisdiction only after the diocesan priest had died. See Martínez Cuesta, *Historia de los Agustinos Recoletos* II, 784.

[36] Also *cota* or *kutà*. It is made of masonry, customarily built to enclose the churchyard and the cemetery.

[37] Ruiz II, 157.

[38] The author of the article in *Handurawan. Visita Iglesia Negros y Recoletos*, 69, is wrong when he claims that Fr. Licinio Ruiz was the first Recollect priest to return to this parish in May 1906 after the Revolution. Fr. Llorente was the parish priest of Sibulan, as affirmed by Fr. Licinio Ruiz himself in the memoir of his visits to Negros parishes, cf. Ruiz, *Correspondencia de Nuestros misioneros,* 829-839. Fr. Ruiz served the parishes of Siaton, Zamboanguita, Bacolod, and in the curacies of Lazi and Maria in Siquijor Island, cf. Avellaneda, 77.

[39] Sádaba, 594-595.

[40] *Ibid.*

[41] Ricardo Jarauta, *Album de la Orden de los Agustinos Recoletos*, 46.

administered the sacraments in a chapel made of bamboo and nipa. A new church rose in 1948 under the able aegis of Fr. Fermín Samanes, who finished it in 1950. His own brother Fr. Gregorio Samanes built the convent. The church was begun and continued by the following Recollects: Tomás González, Laureano Navarro, Matías Villamayor, Lorenzó Cordón, Manuel Gamboa, and Alejandro Osés.

Manjuyod. Once a part of Tanjay, Manjuyod was placed under Recollect administration as early 1849 and under Saint Francis of Assisi's spiritual patronage. When it became a parish in 1854, a Recollect priest was assigned to it.[42] It was the hardworking Fr. Antonio Moreno who planned the streets, tribunal buildings, and bridges, enough to make it a decent town. The tribute population increased. The people who once inhabited the uplands decided to construct their houses in the town and settle in it. Fr. Moreno further built the church that he blest in 1850. Manjuyod had four barangays, namely, Ayungon, Panabon, Malaga, and San Antonio, where new Christian and upland families resided. In a span of four years (1850-1854), Fr. Moreno could baptize four hundred adults of both sexes. This admirable achievement was not left unnoticed by Governor-General Marqués de Novaliches, who gave him additional financial support from government coffers.

Tayasan. In 1849, the superior government separated the Tanjay barrios of Manjuyod, Ayungon, Tayasan, and Jimalalud. All these four villages became the sole parish of Tayasan under the patronage of Saint Anthony of Padua. Fr. José María Ruiz came to Tayasan only in 1854. As soon as the parish priest took possession of the new parish, he transferred it to a better and healthful location where he erected his rectory. Little by little, the people followed suit and built their houses along the streets of the present site of the town of Tayasan, according to the plan prepared by Father Ruiz and approved by the provincial governor. Fr. Bernardino Ramirez constructed the church of Tayasan with half of its structure of stone materials. In 1894, the church buildings were all finished.

Jimalalud. In February 1886, the new curate Fr. Cándido Díez saw the extremely dilapidated condition of the church and rectory of Tayasan and decided to move the town to a barrio called Jimalalud. He constructed a sturdy temple of God in Jimalalud whose residents willingly offered their cooperation to him. The Bishop approved the plan but put the sole condition of preserving the buildings of Tayasan.[43] Fr. Bernardino Ramírez spent his energy in erecting the two school edifices. Another floor was added to the rectory of Jimalalud.

Guihulngan. Founded at the outset of the 19th century, the parish of Guihulngan invoked *Nuestra Señora del Buen Suceso* as patroness.[44] Unbelievers and Negritos occupied the upland territories of Guihulngan and were uncivilized and resented baptism. Fr. Miguel Alvarez was parish priest when the town already enjoyed good, well-planned roads and a cluster of resettled inhabitants. In June 1860, Moro pirates sacked the town, razed the rectory, church, and houses to the ground. They carted off everything of value, including the four bells of the belfry. The mission had to be rebuilt. In 1874, a big fire gutted the new rectory and parochial church. Five years later, a very strong typhoon pulled down the new church edifices. Fr. Angel Martinez at the helm of the parish administration in 1892-1894[45] He started to erect a bigger, stronger, and more spacious temple of God, but the Philippine Revolution events interrupted his task and that of his successor.

Vallehermoso. The area between San Carlos and Guihulngan was a village named Vallehermoso, which was inhabited by upland unbelievers. It was a haven for malcontents, outlaws, and fugitives.[46] The Christians who lived in that village had completely forgotten about God, immersed in all kinds of vices, and totally ignorant of the teachings and precepts of the Catholic faith. Civil order was non-existent.

The first missionary in 1895 was Fr. Pedro Bengoa Cárcamo from La Rioja, Spain.[47] He had to teach the people again about the Christian doctrine and prepare them for the reception of the sacraments. When he left the place, Vallehermoso was a town and parish in every sense of the word. It is worthy of note that Fr. Bengoa joined the national upheaval in eastern Negros. The well-to-do *hacendero* and military general of the Revolution of Negros Don Diego de la Viña asked his Recollect friend to be the chaplain of the revolutionary forces. Thus in the history of our Philippine Revolution (1896-1901), there was the much-hated Spanish friar—vilified by the Propaganda Movement of Rizal and Marcelo H. del Pilar, the hapless victim of carnage by Bonifacio's Katipunan revolutionists, an

[42] Marcellán, 146-147.
[43] L. Ruiz, *Sinopsis histórica* II, 164.
[44] *Ibid.*, 165-166.
[45] Sádaba, 646.
[46] L. Ruiz, *Sinopsis* II, 166-167.
[47] Padre Pedro Bengoa's interesting life, ministry and revolutionary activity are detailedly discussed in José Manuel Bengoa, *Un fraile riojano en la Revolución Filipina: Pedro Bengoa Cárcamo, OAR.* Zaragoza 1998.

easy target of hatred and violence by schismatic Aglipayans—who served as chaplain of Filipino revolutionaries!

Dumaguete City.[48] An age-old parish, Dumaguete was founded in 1620. A Spanish diocesan priest Father Jose Fernández de Septién, at the helm of the parish in 1754-1776, built a solid church. This church interior was totally burned down in 1846, and only the walls were left standing. The first Recollect Fr. Antonio Úbeda took charge of the parish in 1855. Subsequently, parish priests—Antonio Moreno, Juan Félix de la Encarnación, Mariano Bernad—rehabilitated the future cathedral and embellished the interior. Fr. Antonio Moreno endowed the church with precious ornaments, a silver altar, and processional candlesticks, and large finely crafted candlesticks for the main altar. It was during his term when the two *mampostería* school buildings were erected. He passed away in Dumaguete during the construction of the cemetery.

Fr. Juan Félix de la Encarnación replaced the primitive flooring of the church with durable wood. He subsidized the Manila artists to craft the magnificent *retablo*. He provided for all the needs of the church. Fr. Mariano Bernad had the interior decorated with oil paintings and finished the construction of the cemetery. He made important improvements in the church and rectory. He also supervised the construction of roads, bridges, and drainages.[49] After the Revolution, the Recollects returned to Dumaguete in 1909. Fr. Calixto Gaspar replaced the Filipino curate after his death. Fr. Melchor Ardanaz constructed a new rectory because the old one had been converted into a school for girls. The iconic belfry was constructed during the term of Fr. Francisco Ortuoste in 1925-1931. The last Recollect Fr. Alejandro Osés ceded the parish to the diocesan clergy in 1954.

Siaton. Historians Jarauta and Licinio Ruiz both declare that Siaton was handed over to the Recollects in 1848. Fr. Agustin Olmedillas took possession of the parish of San Nicolás de Bari. Fr. Tomás Mezquita succeeded him a few months after. He scoured mountains to convince the inhabitants to resettle in the lowlands. The missionary succeeded in baptizing a great number of unbelievers. Fr. Mezquita started constructing both rectory and church, which were completed in later years by Fr. Manuel Cabriada and Fr. Julián Adán. A violent typhoon ruined the church in 1875. An earthquake partially ruined the church in 1925 and brought down the bell. Succeeding curates took turns in rehabilitating the church. Fr. Gregorio Samanes, the parish priest in 1951-1958, finally reconstructed the church and the bell-tower. The last Recollect of Siaton was Fr. Esteban García when the parish was ceded to the diocesan clergy of Dumaguete in February 1960.[50]

VI. Churches and Rectories

A. Early churches. In the Spanish times, the first church edifice was simply a "rectangular building with bamboo walls with a nipa or cogon roofing, often without doors or windows."[51] Naturally, these were provisional temples found mostly in barrios. Later on, the parish priests built better churches. Nevertheless, it often happened that this type of church existed during the entire Spanish period. Martínez Cuesta enumerates them: Giligaon, Bombonon, Pamplona, Bais, Ayungon, Hibaiyo, Toboso, Honob-honob, Kabangkalan Norte, Concepcion, Alegria, Kumaliskis, Malibog, Guimbalaon, La Carlota, San Miguel, Magallon, Caron, Dancalan, Suay, Inawanan, Sipalay, and Campomanes. The reason was that these were mission parishes created in 1894 or 1895. The convents were almost always of the same materials as those of the churches. Ayungon, Bais, and La Carlota had better convents, though.

B. Durable and spacious churches. The second type of church in Negros comprises first-class wood like ipil, molave, or narra, and their roof was made of nipa or, oftentimes, galvanized iron. The churches of this second type were as follows: Ayuquitan, Amlan, Basay, Bayawan, Guihulngan, Vallehermoso, Manjuyod, Tayasan, Valencia, Cadiz, Sicaba, Manapla, Victorias, Silay, Talisay, Sumag, Bago, Binalbagan, La Castellana, Ilog, Calatrava, San Carlos, and Cauayan. Most churches had sturdy concrete or stone foundations, like the twenty-one convents of Negros, their upper floors were usually made of wood.[52]

Stone churches comprise the third type. A priest who stayed long in a parish was wont to construct a strong temple of God, to last a long time, barring, of course, natural disasters like earthquakes, typhoons, or conflagration. The list of sturdy cathedrals and strong stone churches and their Recollect builders found in Appendix 2 of this research work.

[48] L. Ruiz II, 143-144; Madrigal, 68.
[49] R. Jarauta, 40.
[50] Madrigal, 63.
[51] Martinez Cuesta, *History of Negros*, 192.
[52] *Ibid*., 194.

VII. Writers and Lexicographers

Fr. Juan Félix de la Encarnación (1806-1879). A missionary from Valladolid, Spain, Fr. Juan Félix de la Encarnación spent long years in the parish ministry in Zamboanga, Bislig, Siquijor, and Dumaguete. He was elected to the highest position of Saint Nicholas Province for two triennia, after having been appointed procurator general and provincial councilor. He penned several devotional works, translations, census, book with geographical and historical accounts of parishes and convents (1851), and studies on Filipino surnames and improvements for Negros Island. Fr. Juan Félix, an expert in the Visayan language and an accomplished writer, authored the two voluminous books of the unparalleled *Diccionario bisaya-español, español-bisaya*, "acclaimed by leading Filipinologists as having no rival in their class." The first volume *Diccionario bisaya-español* has 388 pages and was published in 1851, while the second volume *Diccionario español-bisaya* has 364 pages, which saw print a year later. In 1885, his confreres cooperated in the augmented third edition of the two *Diccionarios* still in use by lexicographers, historians, Visayan writers, and teachers.

Fr. Manuel Cabriada (1830-1905). To help the newly-ordained confreres and other priests, Fr. Manuel Cabriada de la Birgen del Carmen compiled and published, together with other Recollect ministers, the *Colección de sermones en idioma bisaya de los misterios de nuestra Religion, de las festividades de la Virgen Santisima y de algunos santos y de otros varios asuntos* [Collection of sermons in Bisayan language about the mysteries of our Religion, about the feasts of Most Holy Virgin and about some saint and other various topics] in 1881. He started working in the parishes of Bohol in 1852. He spent many years in Siaton and Tolong. In Dauin, he stayed longest: 1874- 1897.[53]

Fr. Pedro Sanz de la Virgen de la Paz (1837-1888). He was the parish priest of Himamaylan for twenty-seven years.[54] He had a short stint in Bacong and Hinigaran. He wrote the *Plan de Misiones para Isla de Negros* which had two editions (1881, 1883) with four pages, including twenty-one pages census and maps. He authored two devotionary books—*Día diez y nueve* [The nineteenth day] (1883) and *Culto perpetuo* [Perpetual worship] (1885)—in honor of Saint Joseph in Visaya Ilongo language, both published in Manila.

Fr. Mauricio Ferrero. He is the author of *Proyecto de misiones en la isla de Negros y ligera reseña de la isla al hacerse cargo de ella los PP. Recoletos y su estado en la actualidad* [Mission Project in Negros Island, Brief Review of the Island when the Recollect Fathers took charge of it and its Actual State], published in Iloilo in 1889.[55]

VIII. Education apostolate

Colegio de San José, Bacolod City. The first formal experience of the Augustinian Recollects in the systematic education of young Filipinos was a resounding success. Their administration of the diocesan seminary in Vigan, Ilocos Sur, started when Msgr. Mariano Cuartero (1830-1887), Bishop of Nueva Segovia (1874-1887), invited them to Vigan. Prior Provincial Fr. Juan Cruz Gómez (1835-1912) accepted the administration of the seminary. Fr. Toribio Moreno (1857-1896) and Fr. Luis Cabello (1858-1926) took charge of the seminary.[56] In 1883 Fr. Celedonio Mateo (1857-1941) was the seminary rector and stayed there until 1895 with a total of eleven friars in the faculty during the thirteen-year administration (1882-1995). New subjects were added to the curricular requirements of Philosophy, Dogmatic Theology, and Moral Theology, to wit: Catechism, Geography, Sacred History, Grammar, World History, Philippine History, and History of Spain.[57]

Despite the positive evaluation of the Recollect seminary administrators made by the new Dominican Bishop José Hevía de Campomanes, the decision to pull out the Recollects from Vigan was firmed up in 1895 by the prior provincial Andrés Ferrero in order to set up their own school. Soon enough, government recognition was acquired in February 1896. The permit was issued to put up a school "under the protection of Saint Joseph, affiliated to the Royal and Pontifical University of Santo Tomas of this capital."

The prior provincial and his council favored Bacolod as the site of the new high school. Pedro

[53] Francisco SÁDABA, Catálogo de los religiosos agustinos recoletos de la Provincia de San Nicolás de Tolentino de Filipinas desde el año 1606, en que llegó la primera misión a Manila, hasta nuestros días, (Madrid 1906) 459-460.

[54] Ibid., 493.

[55] Ibid., 532-533.

[56] Manuel CARCELLER, Historia general de la Orden de Agustinos Recoletos xii (Madrid 1974) 440-442.

[57] José Luis Sáenz, Actividad pastoral, social y cultural de los agustinos recoletos en Filipinas, in Los agustinos recoletos ante la nueva evangelización (Madrid 1995) 246-306. Our quote is on page 295. The article was earlier published in Boletín de la Provincia de San Nicolás de Tolentino [bpsn] 82 (1992) 21-84 and in Recollectio 16 (1993) 299-300.

Corro (1864-1934), the first rector, was joined by Francisco Sádaba (1871-1925), Benito Gabasa, former faculty members in Vigan. Other Recollect faculty members were Juan Briones, Juan Lapardina, Gerardo Larrondo, Juan Benito Cañas, León Ochoa, and León Galdeano.[58] On 29 June 1896, the school was inaugurated with a Holy Mass. The building temporarily occupied by the Recollect school was owned by Doña Carmen Cañete. The Recollects had grandiose plans to erect their own school edifice. About a hundred students were enrolled in the first months of the pioneering school. However, the first Recollect-owned school did not last long: two years later, on 5 September 1898, it closed its portals owning to the Philippine Revolution and the Spanish-American War.[59]

Colegio de Santa Rita, San Carlos City. It was another Recollect priest who commenced the first-ever Catholic school in Negros. Fr. Manuel Gómara fetched the three Augustinian Recollect sisters from Manila to establish Colegio de Santa Rita in San Carlos City. A leading citizen of San Carlos Don Silverio Vicente and Fr. Leoncio Reta planned this project in the mid-1920s, and it was Fr. Manuel who carried out their plan in 1933.[60]

The first sisters were Sister Asunción de San José, Sister Pilar Lucero de San José,[61] Sister Mercedes Jayme de la Sagrada Familia.[62] As declared by Fr. Gómara, the objectives of the new school have been that the religious sisters were not solely to manage a school where they could educate girls of more or less upper-class families. In addition, they were to cooperate actively and effectively with the parish priest, heeding his supervision and initiatives: Teaching the Christian doctrine to children in public schools, barrios, and haciendas, and preparing them for the First Holy Communion; attending to the adornment, neatness, and embellishment of the church and its sacred ornaments; promoting the growth and progress of religious organizations, like that of the Sacred Heart, Daughters of Mary, Catholic Action, etc. The whole thing seemed to conform very befittingly to their institution's spirit and name *Augustinian Recollect Missionaries*.[63] Don Silverio Vicente's widow Doña Eusebia Broce assisted the pioneering sisters, even temporarily lodging them at her own residence and later having Colegio de Santa Rita building constructed on a church property donated by the Broce family.

Colegio de Santo Tomas-Recoletos, San Carlos City. The prior provincial of Saint Nicholas de Tolentino Province Fr. Pedro García de Galdiano (1897-1969) followed up the thirteenth ordinance of the provincial chapter held at Recoletos church with his salutatory circular on 14 April 1940 to all religious priests and brothers of Saint Nicholas province that then included the Philippines, Spain, England, Venezuela, Brazil, and China. In it, the prior provincial disclosed the true motives behind the Augustinian Recollect Order's decision to establish Catholic schools:

In Christian towns where people have known the Maker of their souls, [Saint Nicholas Province] wants those beliefs to strike deep roots through education by opening schools that—together with the knowledge that constitutes the fountainhead of human science—aim to further deepen the Christian roots of all those who attend their classes. Let us now tread this new path with resolve and enterprising spirit, hoping that—if it is for the greater honor and glory of God—He may bless our efforts and sacrifices.[2]

The provincial council with the prior provincial and his four councilors—Manuel S. Gómara, Aurelio E. Lacruz, Pedro I. Moreno, Domingo G. Carceller—and provincial secretary Martín T. Legarra met in session on 19 April 1940. The council members unanimously decided to establish two schools. One of them was to bear the name *Colegio Fray Luis de León*, which was to be set up at Caracas, Venezuela. The other was to be called *Santo Tomas de Villanueva Institute* at San Carlos. This name would be altered to *Colegio de Santo Tomas-Recoletos* in the postwar years.

Why put up the school at San Carlos? Among the reasons cited were: they took into account the ideal geographical location of San Carlos—being the focal point of the cities of Dumaguete, Cebu, and Bacolod. They pointed out San Carlos' great potential for rapid development and economic progress with the presence of the sugar centrifugal mill built in 1912. They were likewise aware of the

[58] Martínez Cuesta, History of Negros, 356, footnote 201.

[59] L. Ruiz, Sinopsis II, 322; Martínez Cuesta, History of Negros, 322.

[60] Emmanuel Luis A. Romanillos, The Augustinian Recollects in the Philippines. Hagiography and History (Quezon City, 2001) 203-221.

[61] Sister Pilar Lucero was directress of Saint Rita College-Manila in 1924-1929. She served as directress of Colegio de Santa Rita in 1933.

[62] Sister Mercedes Jayme was born in 1906 to Antonio Jayme and Firmata Tijing of Bacolod City. Through the Recollect priests' example, she entered the religious life in 1931. She was sent to various communities either as directress, principal, or superior. He was named superior before World War II until 1942. In 1964, she was elected the third councilor of the congregation. She retraced her steps to San Carlos as superior of the community in 1965-1970. See Bernardita Villamor, The Congregation of the Augustinian Recollect Sisters, Past and Present (Manila 1991) 21, 136.

[63] Romanillos, The Augustinian Recollects in the Philippines, 209.

success of the girls' school owned and administered by Congregation of the Augustinian Recollect Sisters. They could not find any reason why a similar private Catholic school exclusively for boys would not succeed.

In June 1940, the Recollect school started as Boys' Department, affiliated to Colegio de Santa Rita. Its first rector Fr. Pedro I. Zunzarren de la Inmaculada Concepción (1898-1950), employed four teachers at the start of the School Year 1940-1941. The construction of the new building was supervised by Fr. Tirso Ruana, the parish priest of San Carlos. He had worked for over twenty years in such Negros Occidental curacies as Kabankalan, Isabela, Bacolod, and Vito, Sagay.[15] The construction started in December 1940. Fr. Ruana did not live to see the inauguration, for he passed away in May 1941. His successor Fr. Manuel Gómara, finished it on time for the school year 1941-1942, which was unfortunately interrupted by World War II. A total of 153 students—including eleven in their fourth year—commenced the new academic year of Santo Tomas de Villanueva Institute. The new building was blest by Msgr. Casimiro Lladoc, the first bishop of Bacolod, in July 1941. Twenty-four Recollect parish priests of Negros had pitched in their monetary contributions to construct the school edifice.

University of Negros Occidental-Recoletos. Occidental Negros Institute was the original name of what is now the University of Negros Occidental-Recoletos.[64] Founded in Talisay in 1941 by Antonio Lizares and Francisco Kilayko, it opened to students in the first and second-year high school. The Second World War temporarily closed the budding school. The institute reopened in 1946 in Bacolod with basic and secondary education and secretarial, liberal arts, normal education. In 1950 the colleges and other departments were transferred to the present site at Lupit Subdivision. Seven years later, in 1957, it became the first university of Negros Occidental. On 25 May 1962, the Province of Saint Nicholas of Tolentino bought the University of Negros Occidental now in an extensive piece of land of fifteen hectares.[65] Fr. Federico Terradillos was the first rector. Since then, twelve university presidents have followed in his footsteps. The three-story administration building that later became a most visible landmark in the city was inaugurated in 1968.

IX. Secular Augustinian Recollect Fraternity (SARF)

In the 17th century, the Recollects missionaries accepted tertiaries or members of the Third Order, whose members in the 1970s were either called tertiaries or Secular Augustinian Recollects.[66] In Butuan, the Recollect chronicler highlighted the collaborative efforts in the ministry of two local women named Clara Calima and Isabel in 1623.[67] In 1650, a community of tertiaries lived in the mission of Bolinao in what is now Pangasinan. In 1670 a Third Order existed in Taytay, Palawan, and a few years later, another in Casiguran in actual Aurora province. They had produced wonderful fruits as cooperators in the Recollect mission work, living lives of prayer and generously devoting themselves to the apostolate. The present OAR Constitutions refer to them as members of Secular Augustinian Recollect Fraternity who, "remaining in the world, pursue evangelical perfection according to the charism of the Order."

The SARF is relatively new in Negros Island. The first chapter in Negros started at Colegio de Santo Tomas-Recoletos. Their members were mostly faculty members initially when Fray Rafael Cabarles, CST-R director/principal, wrote to Vicar Provincial Victor Lluch asking for the establishment of SARF. Forty-one interested persons signed the petition letter. In 1991-1992, Fray Crisostomo Garnica acted as spiritual director of the core group comprising twenty CST-R faculty members. The official foundation of the SARF San Carlos was sanctioned on 23 March 1992 by the prior provincial with Cabarles as the spiritual director. On 2 April 1992, the pioneering 23 members made their promise.[68]

The SARF – Bacolod was set up at the University of Negros Occidental – Recoletos on 28 August 1998 by the former university president Hermenigildo Ceniza. The first fourteen SARF members made their promise on 20 October 1999. They attended the Eucharistic Sacrifice on a specific Saturday, prayed the Liturgy of the Hours, held regular meetings, and engaged themselves in community outreach programs.

[64] Administrative Faculty Manual, Tertiary Level, University of Negros Occidental-Recoletos, Bacolod City 1991.

[65] Inocencio Peña, La Primera Universidad de la Orden, in BPSN 52 (1962) 446-451; Federico Terradillos, Universidad de Negros Occidental-Recoletos. Bacolod, Filipinas, in BPSN 54 (1964) 67-72.

[66] *Constituciones de la Orden de Agustinos Recoletos núm 109* (Rome 1975) 106.

[67] Luis de Jesús, *370th Anniversary (1646-2016) of Isabel of Butuan: Life of a Pioneering Augustinian Recollect Beata or Tertiary in the Philippines*, in *The Recoletos Observer*, vol 18 (January-December 2017) 44-46.

[68] Dennis V. Madrigal, *The Augustinian Recollect Fraternities in Negros,* in *Handurawan. Visita Iglesia Negros y Recoletos* (Bacolod City 2006) 127-129.

Fray Arnie Visitacion met the core group of the SARF chapter in Valencia, Negros Oriental. Parish Priest Fray Rafael Cabarles accepted the first thirteen aspirants to the chapter that was created in 1998. Their activities included sick visits, liturgical celebrations, the formation of lectors and commentators, and support to the religious community.

In Talisay City, Fray Casiano Cosmilla encouraged the establishment of its SARF chapter in 1993. The interested persons were initiated to SARF national convention in Cebu City in 1992. This was followed by their attendance at Casiciaco Recoletos in Baguio City in 1993. Thereafter, Cosmilla became its first spiritual director.

X. Augustinian Recollect Contemplative Nuns

Accompanied by Mother Federal María Cruz Aznar, the first nuns arrived in Manila from Spain on 10 August 1992, thus completing the Augustinian Recollect Family in the Philippines. The five pioneers initially sojourned for a month at the house of the Carmelites of Charity in Quezon City. They proceeded to Bacolod City on 11 September and after the approval of the local ordinary Bishop Camilo Gregorio of Bacolod. With Mother Lourdes Eizaguirre as prioress, they established themselves in Brgy. Villamonte for three years. On 19 August 1995, their Monastery of Saint Ezekiel Moreno was blest and inaugurated. Fray Antonio Palacios, the local prior of the Recollect religious in UNO-R (1985-1994), provided the budding community of Augustinian Recollect Contemplative Nuns with all kinds of assistance and support. At present, the religious community comprises eleven members: eight solemn professed, one simple professed, one novice, and one aspirant.[69]

XI. Conclusion

The most significant legacy of the Order of Augustinian Recollects to this island of Negros is, without any trace of a doubt, the Christian faith. This is the Recollects' intangible legacy, the faith and hope, and love that sustained the People of God in this beloved island, deemed as the land of promise and hope in the past by adventurous immigrants, well-off hacenderos, daring merchants, and seasonal migrant workers (*sacadas*) from Cebu, Bohol, Panay, and Luzon.

Now it is also worthwhile re-echoing the grateful words of Bishop Casimiro M. Lladoc as he commemorated in 1948 the first centennial of the Augustinian Recollects' methodical evangelization of Negros Island:

> From the year 1848 to the present time, they have been working in this portion of the Vineyard of the Lord. Our Lord has their names written in the book of life. The fruitful results of their evangelical work are incalculable indeed. That meager group of Christians of a century ago has increased to more than a million Catholics, which constitute today the Catholic population of this progressive Island of Negros. This is the most eloquent testimony of God's blessings on their evangelical enterprises.
>
> Taking into consideration these great benefits obtained from heaven during these hundred years of plethoric and fruitful missionary work of the Augustinian Recollect Fathers, it is worthy and just to express our gratitude publicly to God and to give likewise public and solemn homage to those who were responsible for that beautiful realization of the salvation of souls and for the religious and material progress of our country.[70]

We now bring to mind what Msgr. Jaime Morelli, chargé d'affairs of the Philippine Nunciature, declared on the Recollects in Negros six decades ago:

> The Christian civilization that distinguishes the Philippines is the work of the religious congregations in the Islands. This is a kind of work that cannot be valued in terms of material values. It is a work that tends to link man with God, which is a kind of relation of which only intelligent beings are capable. Suppose the Philippines is rated among the Catholic countries. In that case, it is because of the work done in this respect by the religious congregations among which occupies a conspicuous place the illustrious Order of the [Augustinian] Recollect Fathers.[71]

[69] The historical account in PDF was provided by the actual Prioress Mother Maria Emy Catalonia and Sister Shirley Nonato, the first Filipina vocations to the Augustinian Recollect contemplative life at Saint Ezekiel Moreno Monastery in August 2020.

[70] Casimiro Lladoc, *Message*, *The Thomasian Memoir 1948-1949* (San Carlos 1949) 7.

[71] *Ibid.* 5.

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The Prevalence of Adverse Childhood Experiences in Payatas, an Urban Poor Community in the Philippines

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ABSTRACT. This paper aimed to determine the prevalence of Adverse Childhood Experiences (ACEs) in Payatas, an urban poor community in Quezon City, Philippines. In total, 260 people were surveyed in two areas of Payatas. The results of these surveys were then compared with existing ACE Surveys in other communities. Results found that ACEs were reported at significantly higher levels than in existing surveys, which were typically made of Middle-Class populations. The discrepancy grew at higher ACE Scores. Moderate childhood trauma, ACE Scores of 4 or more, was reported as two to five times more common in our Payatas populations than in the existing survey populations. Severe childhood trauma Scores are less available; however, these trends appear to grow at higher ACE Scores. These results suggest that ACEs are far more common in urban poor communities. That ACE Scores are higher in poorer communities is not a surprising finding. However, the scale of the problem is highly significant. As ACEs are a major root cause of many social problems, including, but not limited to, addiction, teen pregnancy, domestic violence, depression, attempted suicide, and drug abuse, it does indicate a strong area for effective support. The potential for improving the well-being, quality of life, and life expectancy through this framework is large, provided appropriate investment is made in these communities.

1.0. Introduction

Studies about Adverse Childhood Experiences (ACEs) have grown substantially since Dr. Felitti's original study laid the framework for ACEs (Felitti et al., 1998). The ACEs survey consists of ten questions related to specific types of abuse, neglect, and family dysfunction. For every type of abuse, neglect, or dysfunction the respondent has experienced, they add a point to give a Score out of ten.

In the original study of over 17,000 respondents, just over half reported at least one ACE. As ACE Scores increased, associated risks increased exponentially. The lifetime risk of heart disease, cancer, diabetes, and other major health problems was two to four times greater for those who reported four or more ACEs than those who reported no ACEs, for example (Felitti et al., 1998). Those reporting four or more ACEs were also four times more likely to be depressed and sixteen times more likely to attempt suicide (Felitti et al., 1998.; Dube et al., 2001). The impact of this abuse, neglect, and dysfunction was so great that the life expectancy of those reporting severe childhood trauma, an ACE Score of 6 or more, was almost 20 years lower than those who reported no ACEs (Felitti et al., 1998; Brown et al., 2009).

Importantly, this framework points to childhood trauma as a *causal* factor in later adulthood physical and mental health problems. This is because of the especially strong dose-response relationship the researchers found (Felitti et al., 1998; Felitti, 2002; Anda et al., 2002) and the particular damage these experiences do to a child's more sensitive, developing brain (National Scientific Council on the Developing Child 2005/2014; Teicher, 2003; De Bellis & Thomas, 2003).

One of the strongest relationships was for attempted suicide, indicating the profound and pervasive impact this has on physical and mental well-being, and, therefore, behavior: "At higher ACE Scores [7 or more], the prevalence of attempted suicide increases 30-51 fold (3,000-5,100%)… overall, we found that between two thirds and 80% of all attempted suicides could be attributable to adverse childhood experiences" (Felitti, 2002, p.6).

Gender also increased the risk-factor of ACEs and was attributable to 1 in 3 teen pregnancies (Hillis et al., 2004), around half of depression, 67% of IV drug use, and 65% of alcoholism in women (Felitti et al., 1998; Felitti, 2002). Women with high ACE Scores were also seven times more likely to be raped later in life (Felitti, 2002; Beitchman et al., 1992). The numbers were lower but still highly significant for men. ACE Scores likewise predicted higher rates of vices for all genders, which led to Dr. Felitti describing the increased risk of self-destructive behaviors, such as drug abuse, as "the best coping device a person can find… a desperate attempt at self-healing" (Felitti, 2002, p.5).

Other research has already noted the childhood origins of self-destructive behavior (Van der Kolk et al., 1991; Bensley et al., 2000). Violence is often inter-generational (Fehringer & Hindin, 2009; Mandal, 2005) and strongly impacts parenting practices (Werner & Smith, 1992; Van Ijzendoorn et al., 1999; Pinderhughes et al., 2000; Lange et al., 2019). It is also established that particularly stressful and traumatic experiences cause neurological underdevelopment and epigenetic changes in an individual, affecting the brain's ability to respond to future stress (Meaney et al., 2010; Szyf, 2011). Indeed, knowing the type of trauma a person has experienced is key to understanding the risks that abuse and neglect have on the person later in life; the different types of trauma cause-specific neurological damage, physical underdevelopment, and behavioral problems (Teicher, 2003). This can also increase the likelihood of a cycle of violence repeating itself; Carlson (1990), for example, found boys who witnessed domestic violence in their families were seven times more likely to abuse their future partner.

In the Philippine context, existing literature has likewise established specific links and correlations to violence. A seminal study by Ramiro, Madrid, and Amarillo (2004) discussed domestic violence and found that mothers experienced more psychological maltreatment than physical maltreatment, but both were very common. Drinking and gambling were strongly correlated with violence, too. They, therefore, argued that interventions should be targeted towards men, emphasizing that men use coping mechanisms like drinking and gambling to deal with their everyday anxieties and problems:

> Men, who indulge in these activities [drinking or gambling] as a means of coping with their everyday anxieties and problems, maybe considered weak and inept. To conceal their inadequacies, they use their power as the dominant gender to subjugate or take control of the thoughts and actions of their spouses." (Ramiro, Madrid, & Amarillo, 2004, p.114).

Sarmiento and Rudolf (2017) also found such violence to be extremely common, with four of five (4/5) young adults they studied reporting experiences of physical violence during childhood and a quarter of them suffering from severe physical violence. They noted that educational attainment was a risk factor, i.e., that boys from households with a lower educational achievement had higher risks of experiencing physical violence. They likewise found a strong link between child physical abuse (CPA) on the future of young adults' mental health. They concluded that child physical abuse has significant negative effects on young adults' family relations, social relations, and overall satisfaction with life.

Existing literature in the Philippines has also noted the cycle of violence and that witnessing inter-personal violence effectively 'normalizes' the behavior and so makes a child far more at risk of being abused again or becoming an abuser, or both (Ramiro, Madrid, & Amarillo, 2004; Fehringer & Hindin, 2009; Mandal & Hindin, 2013; Hindin & Gultiano, 2006). This tendency towards repeat victimization and reciprocation of violence was reduced when there was greater parental decision-making (Fehringer & Hindin, 2009).

While existing research around the world has noted many correlations and pointed to many causations, the ACEs framework helps quantify this and identify which areas are more likely to be causes or correlations. The ACEs framework helps us to weave these studies about violence together and provide a quantitative and predictive measure to this analysis. Therefore, the ACEs framework does not overthrow existing research but rather provides a more quantitative analysis of how much it affects a person's physical and mental health.

With a definitive number, it is possible to, somewhat crudely, quantify the amount of abuse, neglect, or family dysfunction a child has suffered. In turn, this provides a probabilistic understanding of the likely physical and mental health outcomes (Felitti et al., 1998; Felitti, 2002; Ramiro et al., 2010; Hughes et al., 2018; Brownridge et al., 2006; De Bellis & Thomas, 2003; Egeland & Erickson, 1987; English & Bradford, 2004; Nelson & Panksepp 1998; Teicher, 2000; Tomison & Tucci, 1997). Suppose a person has an ACE score of 4 or more, for example. In that case, their doctor or social worker immediately knows they have a particularly high risk of specific physical and mental health concerns, as well as a much greater risk of depression (Anda et al., 2002), suicide (Dube et al., 2001), and teen pregnancy (Dietz et al., 1999). Importantly, they can understand why the risk is far greater and work to treat the root cause rather than treating a symptom of the problem.

It should be noted that ACEs relate to the types of abuse, neglect, and family dysfunction, and it is much harder to measure the frequency or intensity of these experiences. While there are such drawbacks, the quantifiable nature of ACEs does make it possible to compare the ACE Scores between and within communities, and therefore create an understanding of which communities and which individuals are most at-risk.

Existing ACE surveys have also typically focused on Middle-Class populations. Felitti's original study on an American population was possible through the financial support of Kaiser Permanente, meaning only those with good healthcare insurance could be initially surveyed (Felitti et al., 1998). Indeed, 74% of the respondents had a college degree (Felitti et al., 1998). This is because only large insurance companies or national healthcare services can afford these quantitative research costs and are incentivized to mitigate healthcare costs. As a result, much of the existing ACEs research is located within healthcare journals. As poorer communities are far less likely to be customers of these healthcare services, they are far less likely to be included in existing surveys. However, the existing literature does indicate that they are also the most at-risk (Ramiro et al., 2010).

In the Philippines, the only available ACE survey found so far was Ramiro et al. (2010)'s study in Quezon City. This had a roughly equal number of lower, middle, and upper-income families responding. However, there are some qualifiers for this. Respondents must be literate enough to understand and reply to the survey in writing and families must own their homes, for example. Neither of these can be taken for granted in a community like Payatas, where literacy is particularly low, and no-one can legally own their homes, as the community is denied land titles.

In their results, Ramiro et al. (2010) still concluded "[t]hose who experienced four or more categories of [ACEs] were mostly males, aged 35–39 years, married, belonging to the lower socioeconomic class, high school level, and those with no paid work" (pp.845-6). Given methodological constraints, their priority was likely, and understandably, to get an overall view of ACEs' public reporting. This is a useful starting point, and the researchers hope this study, therefore, builds on existing literature by highlighting populations like Payatas, who make up the bulk of the population in Philippine cities and are most likely at the greatest risk.

Having anecdotally noted high rates of particular types of abuse, neglect, and family dysfunction in *beneficiaries* of the Fairplay For All Foundation, for whom the researchers work, the aim of this study is, therefore, to estimate the prevalence of ACEs in Payatas. As ACEs typically cluster in individuals (Felitti et al., 1998), i.e., experiencing one ACE made it more likely for someone to experience another, we hypothesized that the social factors that would make ACEs cluster in individuals would make ACEs cluster in particular communities.

2.0. Methods

The researchers used a cross-sectional design to see the prevalence of Adverse Childhood Experiences in a sample population of Payatas B, Quezon City. This sample population consisted of 260 total participants in two groups, the Fairplay *beneficiaries* and a *general population* in a nearby area.

The *beneficiaries* group consisted of 100 total respondents, of whom 70 (35 males, 35 females) are students between the ages of 10 and 21 years, and 30 are mothers aged 30 and above. Fairplay *beneficiaries* are supported financially for their education, as well as with tutorials for academic improvement, and social groups, such as the Youth Groups and Emotional Quotient (EQ) Club, for social support and personal development. The *beneficiaries* are selected to be Fairplay Scholars based on their household income and their participation in Fairplay activities, and so are a selected group expected to be a poorer sub-section of the community. They typically come from the same three or four areas, indeed the same streets, and are a group that can be compared with a general population within Payatas to understand the variance between two areas of the same barangay and compare future interventions to the general population as a control group.

The *general population* group consisted of 160 total participants from the *Molave* area of Payatas B, divided into 80 students aged between 10 and 21 years old and 80 mothers aged 19 and above.

For the *beneficiaries*, in-person interviews were conducted with a community worker to record each person's response. A community worker was required to be present or conduct the interviews

directly, partly because of the low literacy rate and partly because of the sensitivity of the topics and vulnerability of the group. Written permission of the parents was sought for all minors answering the surveys. Mothers were chosen for the survey for practical reasons, as one parent needed to be available for the survey. That was typically the mother. This also allowed a consistency for comparison between the populations.

The *general population* in Molave, Payatas B, where literacy appeared slightly higher, were given the surveys to fill out anonymously. The mother and child were asked to go to separate rooms, if feasible, or create considerable distance between them, answer the survey instrument by themselves, and approach the researcher to clarify questions about the survey instrument.

While the different methods of our survey create limitations in comparison, both in-person and self-administered surveys have been used in existing ACEs surveys (Felitti et al., 1998; Ramiro et al., 2010; Hughes et al., 2018). Existing ACE Surveys typically had a Doctor or other relevant authority present during the survey, and parents present whenever a minor took the survey. In this scenario, a community worker was the best equivalent. So, the researchers consider this similar enough in method to compare and contrast.

Descriptive statistics were then used to compute and arrange the data to see the extent of ACE Scores in the said population. These results were then compared with existing ACE surveys in Quezon City (Ramiro et al., 2010), the USA (Felitti et al., 1998), and Wales (Hughes et al., 2018). This comparison will provide insight into the prevalence of ACEs in urban poor communities and whether ACEs are clustered in more vulnerable areas.

Aside from the acknowledged limitations in the methods, there are several other considerations when reporting trauma. Notable research has shown how trauma affects memory (Janey, 1983; Van der Kolk, 1998), with 38% of victims hospitalized due to sexual abuse in one study later being unable to recall they had been sexually abused at all (Browne and Filkenhor, 1986). This dissociation has significant implications for understanding the impact and extent of abuse and neglect and suggests widespread underreporting. Hardt and Rutter (2004) likewise noted that many participants tend to underreport in their ACE surveys, given the sensitive nature of the questions. We likewise found some *beneficiaries* would downplay certain areas and underreport on some easily verifiable questions, such as whether a parent was in jail.

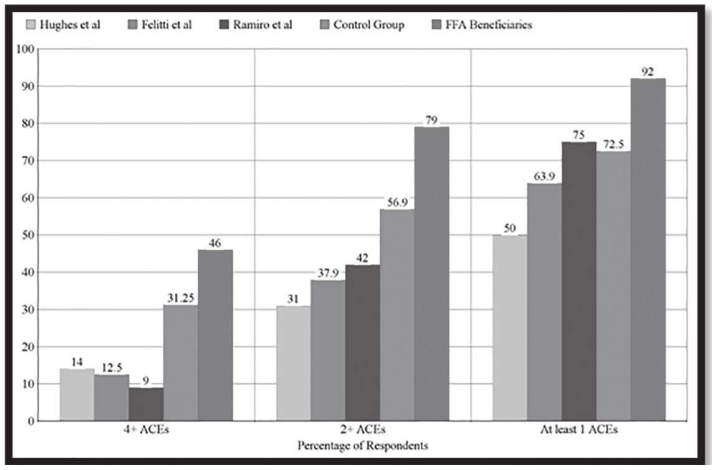
None of the above concerns invalidate ACEs as a framework for research. Instead, the reported figures should typically act as a minimum incidence of ACEs, with the understanding that the exact level of trauma may be significantly higher (Hardt and Rutter, 2004). Our methodologies were also chosen due to the limitations in reading and comprehension of many participants and the added vulnerability of *beneficiaries*, so these limitations are well noted.

An additional note for this study is that almost half of the total study population, 128 of the total 260 participants, were minors. Of the Fairplay *beneficiaries,* 61 of 70 students are below 18 years old, and 67 of 80 students in the *general population*. The adult students were in Senior High School or College. Overall, this whole sub-group of students is relatively young, with an average age of 14.38 years old (SD= 2.64). For reference, the remaining 110 participants were mothers, aged between 19 and 73 years old. The average age of the mothers in this group is 41.5 years old (SD=11.2). The ACE Scores of the students, therefore, are not 'final' and are likely to increase before their 18th birthday.

This further indicates that the ACE Scores reported are a minimum ACE Score. The average for the community and the specific subsets of each area are likely higher than indicated here. We will, therefore, follow the lead of other research in acknowledging these concerns and suggesting that ACE surveys typically offer a minimum Score rather than an exact representation.

3.0. Results

Overall, the combined 260 Payatas residents reported a significantly higher incidence of ACEs, compared with existing studies. The *beneficiaries* group reported a higher incidence of ACEs between the two Payatas populations. While 72.5% of the *general population* in Molave reported at least one ACE, 92% of the Fairplay *beneficiaries* reported at least one ACE. These results are higher than in other surveys conducted so far, where 63.9% of an American population (Felitti et al., 1998), 50% of a Welsh population (Hughes et al., 2018), and 75% of the population in Quezon City (Ramiro et al., 2010), the city Payatas is part of, reported at least one ACE.



Graph 1: Comparing ACEs numbers from different studies

The disparity between the incidence of ACEs in these populations grows much larger at higher ACE scores. Of the Payatas populations, 46% of the *beneficiaries* and 31.25% of the *general population* reported four or more ACEs. This is two to five times higher than the rates reported in other surveys, none of which had 15% of the population reporting four or more, as shown in Graph 1.

The Payatas population is, therefore, at significantly greater risk of experiencing ACEs, especially higher ACE Scores. Most studies stop comparisons at four or more ACEs due to the low figures; however, in this study, 25% of the *beneficiaries* and 16.8% of the *general population* reported six or more ACEs. At this level, Felitti et al. (1998) recorded a drop in life expectancy of 18.6 years compared to those with no ACEs (Brown et al., 2009).

The exceptionally high reporting of severe childhood trauma is especially worrying and we could therefore predict a similar reduction in the life expectancy of Payatas residents. The average life expectancy of a Filipino, according to the Philippine Statistics Authority (2015, p.53), is at 68 years old for males and 70 years old for females, and with the effects of poverty further compounding physical, mental, and social health, life expectancy for the Payatas population could therefore be estimated to be in the 50s.

4.0. Discussion

Payatas residents report a much higher incidence of ACEs. Only 9% of the respondents in Ramiro et al.'s (2010) study in Quezon City reported four or more ACEs. Meanwhile, in the Payatas communities, moderate childhood trauma, ACE Scores of 4 or more, was three and a half to five times more common in the *general population* and *beneficiaries* groups, respectively. Data for ACE Scores at six or more, severe childhood trauma, is less readily available. However, there is clearly a much higher incidence of severe childhood trauma in Payatas compared to existing studies, which is especially concerning given the cumulative effects take almost two decades off life expectancy.

If the study of Ramiro et al. (2010) is indicative of Quezon City as a whole, then communities like Payatas would account for the vast majority of the moderate and severe childhood trauma Scores. Urban-poor communities having a higher incidence of childhood trauma is not a surprising finding. The scale of the problem, however, is worrying.

Existing literature has shown that ACEs tend to cluster in individuals (Felitti et al., 1998) and that abusive behavior tends to breed further abusive behavior (Carlson, 1990; Fehringer & Hindin, 2009; Mandal, 2005). Our results add to this framework by showing the consequence of this cycle; ACEs cluster within specific areas of a city that are exposed to further pressures and vulnerabilities. This creates hotspots of Adverse Childhood Experiences, where a population is more at-risk, and ACEs cluster within those hotspots where severe childhood trauma is even more widely reported. Identifying these areas, those smaller communities most at-risk would clearly provide greater efficacy for social intervention.

These social problems are particularly high in impoverished communities (Furstenberg, 2008; Mojica et al., 2019) because of the compounding effects of the stress of poverty and lack of access to healthier coping mechanisms increases the likelihood of, in Dr. Felitti's words, "desperate attempt[s] at self-healing" (Felitti, 2002, p.5).

The economic, social, and political pressures that lead to family dysfunction, abuse, or neglect in one family is likely to be the same for their neighbors in communities like Payatas. In these areas, livelihoods are often dependent on one area or industry, such as the garbage industry in Payatas, where cramped houses are typically separated only by thin plywood boards.

These results likewise indicate an added burden of living in poverty, which is not often considered in poverty measurement and analysis. Past research has already shown that the mental burden of living in poverty, the stress of not having enough, was the equivalent of a reduction of 13 IQ points in the same individual (Mani et al., 2013). This *cognitive poverty tax* was similar to the mental burden placed on an individual if they had not slept at all the night before, or if they became a chronic alcoholic (Mani et al., 2013; Domingo and Marquez, 1999; Dube et al. 2006), which likewise results in more domestic violence (Ramiro, Madrid, & Amarillo, 2004).

Mani et al.'s (2013) findings looked at the mental burden after one year. However, the added psychological pressure due to ACEs, and the physical and mental health burden, compounds year on year. This can greatly overpower agency and potentially contribute to 'learned helplessness' (Maier & Seligman, 1976), among other long-term concerns. As these studies tested the same individuals, it is clear that the environment itself overwhelms the individual or the family. As such, the researchers wish to be clear to point out that the issue is structural. Anyone born into these circumstances sees their potential, and their opportunities diminish.

As it is established that ACEs are attributable for between one- and two-thirds of many societal issues, including drug abuse and addiction, teen pregnancy, depression, and attempted suicide, this connects the existing research to understand why ACE Scores and such societal issues are more prevalent in poorer communities. Therefore, this study adds to this framework by showing the large pressure of the environment on the child and the family, which are near-impossible to overcome without support. The child's living environment and early experiences make it increasingly likely such violence is also 'normalized', and they will facilitate or repeat the violence they experienced (Fehringer & Hindin, 2009; Mandal & Hindin, 2013). Most importantly, this framework identifies the causal factors for this violence cycle and the subsequent physical and mental health effects.

The economic loss of this cycle may be greatly overlooked also. Anda et al. (2002) calculate that the total healthcare costs caused by childhood trauma in the USA far outstrip cancer or heart disease costs. Traumatized children typically have far higher rates of physical and mental health disease, as noted earlier. For example, Tricket et al. (2011) found traumatized children had fifty times the rate of asthma, which the CDC estimated costs the USA more than $80 billion annually (American Thoracic Society, 2018).

Investing in appropriate social care and support could, therefore, be incredibly cost-effective. Heckman et al. (2010) estimate that for every $1 invested in early childhood care in the USA, there were future savings of between $7 and $12 due to reduced healthcare, incarceration, and welfare expenditures, as well as higher tax revenues. Further research would need to be done to put this in a Philippine context, as data is less readily available. However, the overall framework of the cost-benefit analysis is likely to be very similar.

A promising area of research in that respect is resiliency. Hughes et al. (2018) found that the current rate of mental health illness in those who reported four or more ACEs dropped from 37% to 13% when they had high adult resilience compared to those with low adult resilience (Hughes et al., 2018). In their study, resilience is the technical definition that mostly relates to people's social and emotional support. This requires a good deal of investment into the infrastructure and environment itself, which requires action from many sectors, including the government, to change these underlying conditions.

Poverty reduction still requires a financial element, of course. Hughes et al. (2018) noted that financial security greatly mitigated the impact of ACEs in adulthood. Those who reported an ACE Score of 4 or more, for example, saw their current rate of mental health illness fall from 35% to 11% when they felt financially secure for the next five years. Being 'lifted out of poverty' rarely means being financially secure for the next five years, however. It is often defined as being now slightly above a poverty line of PPP$1 or $2 a day. In this sense, the individual has not been 'lifted out of

poverty', as their childhood experiences contain a lifetime risk and impact physical and mental health. The financial difference of being slightly above the poverty line does not help them escape these lifetime risks.

The pervasive nature of ACEs confirms that poverty reduction should not be measured in monetary terms alone. Improving social and emotional support is also key to reducing the impact of poverty, ACEs, and their grave impacts. Considering two-thirds to 80% of attempted suicides are attributable to ACEs (Felitti, 2002), ACE Scores of 6 or more reduce life expectancy by almost two decades (Felitti et al., 1998). This is quite literally life or death for those who live through such experiences.

5.0. Conclusion

In conclusion, this study finds that the ACE Scores in Payatas are far higher than in other populations studied thus far. Moderate and severe childhood trauma is three and a half to five times more common in Payatas than reported in Quezon City generally. This demonstrates that there are hotspots of trauma within a city, areas where experiencing violence and family dysfunction is far more common. These areas should be especially targeted for social support.

Understanding this impact and mitigating the effect of ACEs on physical and mental health has so far been largely the domain of fields related to healthcare (Felitti et al., 1998; 2002; Hughes et al., 2018; De Bellis & Thomas, 2003; English & Bradford, 2004; Nelson & Panksepp 1998; Teicher, 2000; Tomison & Tucci, 1997, among others). However, this study suggests that understanding the root cause of many physical and mental health problems lies a great deal in understanding the heavy social pressures and experiences that families and communities are under. Thus, ACEs are well within the realm of social science.

As ACEs are attributable for between one-third and two-thirds of addiction, suicide, depression, teen pregnancy, and other physical, social, and mental health problems, the impact is huge. This study notes that the burden on families living in an urban poor community is likely even greater than understood thus far. The moral argument for support and compassion is evident. However, there is also a clear economic argument showing that mitigating ACEs' impact through appropriate healthcare, social policies, social welfare, and poverty alleviation measures is likely far cheaper and more effective than existing policy.

Further research would benefit from surveying more specific populations to identify the hotspots of ACEs and target the most appropriate communities with social support. This research would also benefit from better understanding the impact of underreporting or the variance between reporting under different methods to better identify these hotspots.

For a more precise estimate of the incidence of ACEs in communities like Payatas, we likewise encourage others to conduct larger surveys. In the meantime, public policy related to healthcare, education, development, addiction, mental health, and social well-being must all consider the impact and longevity of Adverse Childhood Experiences.

While the powerful and pervasive impact of ACEs may seem overwhelming, understanding a major root cause of these social concerns in the community can be empowering as it allows us to treat the underlying cause. This creates a much greater long-term impact than the often symptom-led and punitive approaches adopted in areas like Payatas, particularly in response to mental health and addiction. The bad news is that the problem is incredibly powerful and pervasive. The good news is that the solutions, when appropriately done, appear far more effective, compassionate, and cost-efficient in the long run.

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The Effect of Religiously Integrated Cognitive Behavioral Therapy on the Psycho-Spiritual Well-Being of People Living with HIV

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ABSTRACT. This study determined the effect of Religiously Integrated Cognitive Behavioral Therapy (RCBT) on the psycho-spiritual well-being of people living with HIV (PLHIV). A one-group pretest-posttest design was employed to determine the effect of RCBT on the psycho-spiritual well-being of PLHIV. The Psychological General Well-Being Index (PGWBI) and the Spiritual Well-Being Questionnaire (SWBQ) were used to measure the psychological well-being and the spiritual well-being, respectively. The intervention was a single session RCBT. The participants were PLHIV from the Philippine Catholic HIV/AIDS Network (PhilCHAN) Western Visayas group. The results of the study revealed a statistically significant increase in the psychological well-being of the PLHIV before and after the RCBT. Although there was an increase in the spiritual well-being of the PLHIV after the RCBT, it was not statistically significant. The findings suggest implications for the inclusion of RCBT in the services provided for PLHIV to improve their psycho-spiritual well-being.

1.0. Introduction

Human Immunodeficiency Virus (HIV) is a retrovirus that attacks the immune system, first discovered in the United States in 1981 (Taylor, 2018). Currently, an estimated 36.9 million people worldwide are living with HIV, with approximately 4.8 million people living with HIV (PLHIV) in Asia and the Pacific (Adia et al., 2018; Taylor, 2018).

In the Philippines, the HIV infection is a rapidly growing epidemic. The average number of people newly diagnosed with HIV per day for 2019 was 36, with 1,038 newly confirmed HIV-positive individuals reported to the HIV/AIDS & ART Registry of the Philippines (HARP) in September 2019 (Department of Health [DOH], 2019). For Region VI, there were 65 newly diagnosed cases. Since the first case of HIV infection in 1984, the Philippines recorded 71,778 confirmed HIV cases as of September 2019.

An HIV infection affects the physical, psychological, social, and spiritual aspects of a person's life. There is a need for mental health professionals to provide an avenue for PLHIV to process the effect their diagnosis has on their well-being. In the Philippines, the response to Republic Act (RA) No. 11166 came from the Catholic Bishops' Conference of the Philippines' Episcopal Commission of Health Care (CBCP-ECHC) and the Order of the Ministers of the Infirm (Camillians) who have been providing pastoral care for PLHIV in the form of medical, legal, psychosocial, and spiritual services.

The World Health Organization (WHO) recommends psychological and social interventions (WHO, 2010) for people with mental health issues, such as PLHIV. The Stepped-Care Approach for Psychological Support for PLHIV (Hortillas & Gayoles, 2018) matches the appropriate level of care to the identified needs of PLHIV. This model describes four essential levels of providing psychological support to PLHIV based on levels of complexity of need, paired with increasing practitioner training and specialization in psychological disorders and competency.

Pastoral counseling is in line with the aim of the WHO (2010). It is a form of counseling that integrates pastoral theology and secular psychology in providing a holistic approach to psychotherapy, where faith, theology, and psychology play foundational roles (Lucerna & Gayoles, 2018). It also provides individuals with a venue for coping strategies development, and a venue to experience empathy, support, and encouragement in a time of difficulty such as handling the reality of HIV diagnosis (Ezeanolue et al., 2017; Pearce et al., 2015).

Cognitive behavioral therapy (CBT) is one of the mainstream psychotherapies for PLHIV (Vincent et al., 2017). It focuses on the interactions between thoughts, feelings, and behavior. A theistic spiritual strategy can be integrated into CBT (Repique & Gayoles, 2019). This strategy includes a theistic conceptual framework, a set of religious and spiritual therapeutic interventions, and implementing guidelines.

Religiously integrated cognitive behavioral therapy (RCBT) adheres to the same principles of conventional cognitive behavioral therapy (CCBT) in which the individual explicitly uses their religious tradition to identify and replace unhelpful thoughts and behaviors to improve overall well-being (Koenig et al., 2016; Koenig et al., 2015; Pearce et al., 2015). Studies have been conducted to determine the effect of RCBT in treating major depression and anxiety in patients of different religious background with medical illness (Sabki et a., 2019; Vaezzadeh et al., 2017; Bogdan et al., 2016; Pearce et al., 2015). In the Philippines, researches were conducted to improve HIV knowledge, attitudes, and behaviors, and sexually transmitted infections (STI) knowledge and prevention strategies, and contextualized risk and protective factors (Restar et al., 2018). However, there is a dearth in literature and research on the effect of RCBT in treating PLHIV (Taylor, 2018; Pearce et al., 2015).

The present study deals with counseling psychology, which focuses on promoting intrapersonal and interpersonal functioning throughout the lifespan (Lucerna & Gayoles, 2018). It involves interventions to help individuals enhance their well-being, lessen their distress, minimize maladjustment, manage crises that come along, and to function better. Currently, the available psychosocial services for PLHIV in the Philippines provided by PhilCHAN are limited to Levels 1 and 2, providing PLHIV information and psychological support ranging from general emotional care and psychoeducation to outbound referral. For this reason, the researchers believe that RCBT is an advancement in the available continuum of care for PLHIV. Based on the Stepped-Care Approach for Psychological Support for PLHIV (Hortillas & Gayoles, 2018), RCBT is an intervention that PhilCHAN can provide to PLHIV at Levels 3 and 4 through qualified, professionally registered practitioners in counseling and psychotherapy. It is a manualized therapeutic approach to improve and sustain the psycho-spiritual well-being of PLHIV (Lucerna & Gayoles, 2018; Koenig et al., 2016; Koenig et al., 2015; Pearce et al, 2015) and if effective, RCBT may be provided as a service for PLHIV in the country.

The purpose of the study is to determine the effect of RCBT on the psycho-spiritual well-being of PLHIV under the care of PhilCHAN Western Visayas. It is hypothesized that RCBT improves their psycho-spiritual well-being.

2.0. Framework of the Study

This study is anchored on Religiously Integrated Cognitive Behavioral Therapy (RCBT), the Health Belief Model, and the Biopsychosocial Spiritual (BPSS) Model to determine the effect of RCBT on the psycho-spiritual well-being of the PLHIV.

The central postulate of CBT states that thought patterns and beliefs, emotional state, and behavior influence one another (Pearce et al., 2015). An individual's perception of a situation and interpretation often determines how they feel and what they do. RCBT adheres to the same principles of conventional CBT. RCBT explicitly uses the individual's religious tradition as a significant foundation to identify and replace unhelpful thoughts and behaviors to reduce negative symptoms (Pearce et al., 2015).

The Health Belief Model is one of the first theories of health behavior (Jones et al., 2015). It was developed in the 1950s by a group of U.S. Public Health Service social psychologists to explain the reasons behind people participating in programs to prevent and detect disease. According to the Health Belief Model, there are two aspects of health behavior. The first is the perception of threats to health based on an estimation of perceived susceptibility to illness and severity of illness consequences. The second is the capacity to evaluate behavior necessary to avoid or reduce these threats including the benefits, efficacy, and costs of engaging in healthy behaviors. Cues to action can prompt the performance of health behaviors if the underlying beliefs about threat perception and behavioral evaluation are favorable (Jones et al., 2015).

George Engel, a psychiatrist, developed the Biopsychosocial (BPS)Model of care because he believed that medical care must include the disease itself as well as the psychosocial dimensions (Lucerna & Gayoles, 2018) to expand the diagnostic process from the biomedical lens to a broader biopsychosocial lens (Kuhn, 2015). The BPS model has experienced expansion beyond Engel's original theory, with the inclusion of spirituality (Kuhn, 2015). This expansion combines the original ideas of Engel with those of Wright et al., which brought awareness to illness beliefs through the lens of spirituality (Kuhn, 2015). The WHO has declared that spirituality is an important dimension of quality of life (Sulmasy, 2002), an individual's spiritually affects one's physical, psychological, and interpersonal states.

HIV has been one of the major health concerns due to its continuous spread and 40 million related deaths (Shrivastava et al., 2015). HIV preventive measures have been initiated and implemented around the globe focusing on HIV education, condom use, and pre-exposure prophylaxis, just to mention some (Nott, 2018; Mimiaga et al., 2017; Yang et al., 2016; Spieldenner, 2016). Programs and interventions for those who are HIV positive focus on adherence to antiretroviral therapy, condom use, and non-sharing of needles in illegal drug use (Pines et al., 2019; Toupin et al., 2018; Mihailovic et al., 2015). Psychosocial support has been found as an intervention that improves PLHIV's self-esteem, coping, grit, and optimism; reduces stress, depression, and perceived stigma, and ultimately one's well-being (Rubtsova et al., 2019; Beres et al., 2017; Chitiyo et al., 2016). The estimated 4.8 million PLHIV in Asia and the Pacific are part of this global health concern, to receive post-diagnosis interventions, to enhance HIV education among the general public, to eradicate additional HIV infection, and to assist PLHIV cope well in their lives (Adia et al., 2018; Taylor, 2018).

The occurrence of HIV infections in the Philippines is on the rise, with sexual contact as the predominant mode of transmission (Bumanglag, 2018). In September 2019, there were 1,038 newly confirmed HIV-positive individuals reported to the HIV/AIDS & ART Registry of the Philippines (HARP; DOH, 2019). Ninety-five percent (985) of the newly diagnosed were male. Half of the cases (519) were 25-34 years old and almost a third (322) were 15-24 years old at the time of diagnosis. Despite existing laws and efforts in the Philippines, misconceptions, stigma, and discrimination are still rampant, such as HIV is highly associated with men having sex with men, with drug use, and is a moral weakness that deserves punishment (Hortillas & Gayoles, 2018). Consequently, psychosocial support for Filipino PLHIV is getting compromised (Rubtsova et al., 2019; Beres et al., 2017; Chitiyo et al., 2016). Hence, there is a need to address stigma for mental health, hesitance and delays in HIV testing, and avoidance of HIV mental and health services (Adia et al., 2018).

PLHIV face concerns of HIV-positive status disclosure; antiretroviral therapy after the diagnosis; behavior change; depression accompanying the diagnosis; HIV advocacy; mental health risks; physical symptoms experienced during seroconversion; social support from family, friends, and others; and stigma and discrimination attached to HIV (Li et al., 2019; Hortillas & Gayoles, 2018; Adia et al., 2018; Warren-Jeanpiere et al., 2017; APA, 2013). Nevertheless, most PLHIV coped with the HIV infection fairly well (Taylor, 2018). The previous claim is verified, especially among PLHIV, who harnessed social support and found the courage to disclose their HIV status to significant others, found new meaning and purpose in life, chose to be resilient, and hold on to connectedness with the transcendent, the self, and nature (Brown et al., 2019; Gottert et al., 2019; de Oliveira et al., 2018; Vincent et al., 2017; Liboro & Walsh, 2016).

Depression commonly accompanies HIV infection, especially among PLHIV with little social support, those who were stigmatized and discriminated, those who engaged in avoidant coping, or those who have more severe HIV symptoms (Taylor, 2018; Dolwick Grieb et al., 2017). Grief and anxiety due to the HIV diagnosis also occur (Hortillas & Gayoles, 2018). Moreover, economic hardships, family conflict, lack of family support, marriage problems, social rejection of patient's families, among others agitate and give rise to the worsening of the psychological issues faced by PLHIV (Dejman et al., 2015). Imbedded in every risk reduction strategy and intervention to stop the spread of HIV lays the motive of HIV education and health behavior change (Taylor, 2018).

Spirituality is the lifelong relationship with the Divine, which leads to transformation of the individual (Feldmeier, 2016). PLHIV cope with their illness effectively due to their spiritual behaviors and meaning (Mistretta et al., 2017). There is an association between spirituality and health outcomes (Feldmeier, 2016; Ironson et al., 2016), despite various forms of changes and challenges in the form of increased levels of shame, self-blame, fear of disclosing HIV status, and isolation and decreased value and connections with God, others, the environment, and the self (Yu et al., 2018; Hortillas & Gayoles, 2018).

Religiosity and spirituality certainly have a cultural, historical, and social influence in Philippine society (Magpusao, 2019). Filipinos culturally and distinctly showcase resilience and faith. In the midst of chronic illnesses such as HIV, Filipinos elicit hope and faith as their expressions of resilience and coping (Hechanova et al., 2018; Cruz et al., 2017). Currently in the Philippines, there is an increasing interest in the integration of spirituality and religiosity in the treatment of mental and physical illness, (Cruz et al., 2016).

Pastoral care is based on the spiritual care concept and use religious-based care (Wiwanitkit, 2017). Pastoral care, as the single most fundamental duty of a minister, seeks to provide guidance and

nurturance conducive for spiritual growth (Stansbury et al., 2012). Pastoral counseling is intricately related to the community of faith (LaMothe, 2018). With the existence of people living with HIV, pastoral counseling has been one of the interventions created by churches around the world to respond to such a need (Shih et al., 2017; Bryant-Davis et al., 2016). Both pastoral care and pastoral counseling can secure spiritual health and growth for clients, but practitioners agree that pastoral counseling requires additional training and licensure (Stansbury et al., 2012). In the Philippines, a Registered Psychologist (RPsy) delivers psychological services that include psychological interventions such as cognitive behavioral therapy (CBT), psychological assessment, and psychological programs (RA No. 10029). An RPsy trained in spiritually informed CBT, religiously integrated CBT, and spiritually oriented CBT (Repique & Gayoles, 2019) can provide pastoral counseling.

Faith communities have been intending and engaging in HIV preventive solutions, training to decrease stigma, and strengthen support for PLHIV (Aholou et al., 2016). There is a need to develop a therapy module that integrates spirituality, mental health, and biopsychological models (Amjad & Bokharey, 2015).

Cognitive Behavior Therapy (CBT) is a form of psychotherapy useful and effective for assisting individuals in modifying their cognitions by challenging and changing faulty thinking (Corey, 2016; Pearce et al., 2015). The central premise of CBT is the interconnection of thoughts, emotions, and behavior, how the individual perceives and interprets a situation determines how they feel which determines how they behave. CBT teaches the individual to identify, challenge, and replace maladaptive thoughts with healthy thoughts and behaviors.

CBT is one of the mainstream psychotherapies for PLHIV (Vincent et al., 2017). PLHIV experiencing significant psychological distress due to high rates of stigma and low availability of mental health resources successfully received CBT and benefited from it (Klimek et al., 2019; Yang et al., 2018; Moore et al., 2015). On the other hand, pastoral counseling in a mostly Catholic nation, just like the Philippines, is hypothesized to be useful for people living with HIV (Lucerna & Gayoles, 2018; Paredes, 2017). Pastoral counseling and cognitive behavioral therapy are among the interventions and services received to address psychological and spiritual issues related to HIV/AIDS (Yang et al., 2018; Pearce et al., 2015; Brenner, 2003).

Religiously Integrated Cognitive Behavioral Therapy (RCBT) is a therapeutic approach designed to assist depressed individuals to develop depression-reducing thoughts and behaviors informed by their own religious beliefs, practices, and resources (Pearce et al., 2015). RCBT has been effective for people dealing with major depressive disorder and chronic illness, such as HIV infection (Koenig et al., 2016). Moreover, those who have exhibited religiosity after being receptive to RCBT were able to increase the appeal and access to treatment (Bogdan et al., 2018). RCBT was grounded in the long spiritual tradition of Christianity, Judaism, Islam, Buddhism, and Hinduism, and was found to be effective in the amelioration of psychological problems, depression, spiritual coping groups for those with HIV, sexual abuse, cancer, generalized anxiety, and posttraumatic stress disorder (Pearce et al., 2015). In terms of people's spirituality religiosity, and coping with difficult life changes and challenges brought about by living with HIV, RCBT is deemed effective as an intervention in the Philippines.

Adding the religious component to CBT contributed to the initial treatment appeal for religious participants hence increasing treatment accessibility. Koenig et al. (2015) found CBT and RCBT to be effective treatments for major depression in persons with chronic medical illnesses. Similarly, efficacy and adherence to RCBT though was found to be more appealing and affected by the patient's religiosity.

The following are the major tools of RCBT: (Pearce et al., 2015) renewing of the mind, which teaches individuals to use their religious teachings to replace negative thoughts with positive alternatives found in scripture that promote mental health; scripture memorization and contemplative prayer, where the therapist provides individuals with a relevant passage from scripture to memorize and to meditate on; challenging thoughts using one's religious resources through the ABCDE model developed by Ellis, adding step R for religious beliefs and resources; religious practices done daily to build positive behavioral patterns such as forgiveness, gratitude, generosity, altruism, praying for self and others, and regular social contact with members of the religious community; religious/spiritual resources, which include social support from church members, talking to religious leaders, attending religious study groups, reading religious literature, watching religious programs, and attending religious services; and, involvement in a religious community that helps challenge and change negative emotions.

Since the first case of HIV infection in 1984, the Philippines have initiated interventions in response to HIV in the country (DOH, 2019), with RA No. 11166 as the most recent law taking off from the former RA No. 8504. RA No. 11166 (2018) emphasizes that HIV and AIDS are public health concerns that must be solved socially, politically, and economically, whereas, human rights and dignity are upheld. Community-based research is also encouraged, supporting studies undertaken in a community setting that involves the community and benefit PLHIV.

Catholic pastoral care as a response to HIV/AIDS pandemic is a concrete response to a public health concern here in the country and around the world (Wiwanitkit, 2017). The Catholic Bishops' Conference of the Philippines Episcopal Commission on Health Care (CBCP-ECHC), called for renewed vigor of the Church to serve the sick (Aquino, 2018). The Catholic Church in the Philippines has concretized this prompting of the bishops, primarily through the efforts for PLHIV, with emphasis on proper education, awareness based on Gospel values, strengthening family ties, having respect for life, and behavior change (Cancino, 2018).

For the past decades, the Camillians, the Order of the Ministers of the Infirm founded by St. Camillus de Lellis, in the Philippines have taken care of PLHIV. Services included; education, such as the Pastoral Training on HIV/AIDS, HIV/AIDS, advocacy, positive prevention, and treatment-care-support (Magpusao, 2011). The Camillians also provide spiritual enrichment for PLHIV, affected and significant others, and those who care for them, like recollection, retreat, spiritual counseling and discernment, scripture studies, and recollections, medical services, psychosocial support, shelter, protection, and nutrition.

The Philippine Catholic HIV/AIDS Network (PhilCHAN) rose from the first gathering of Catholics in the Philippines to address HIV/AIDS in the country on August 15, 2011. PhilCHAN continues to work under the guidance of CBCP-ECHC. It continues to provide faith-based services and programs for PLHIV and engages in local and national events that enhance the general public's awareness about HIV, and efforts in the prevention of the spread of HIV. A chapter of PhilCHAN in the province of Iloilo was established, headed by the Sisters of St. Paul of Chartres. PhilCHAN-Iloilo informed local media groups that they have been providing efforts to give hope and steer PLHIV away from depression or suicide (Yap, 2019).

Rinehart et al. (2019) conducted a longitudinal study to compare the relative effects of multiple mediators affecting the relationship between HIV-related stigma and psychological distress, specifically in adaptive coping, internalized HIV-related stigma, and maladaptive coping. Findings revealed that HIV-related maladaptive coping largely mediated the relationship between experienced HIV-related stigma and distress.

Kiene et al. (2018) conducted a study to find out about depressive symptoms in weeks immediately following diagnosis and how disclosure, coping, and other factors affect short or long-term depressive symptoms. Those diagnosed with HIV showed initially high depressive symptoms following diagnosis. Their symptoms decreased significantly and on average fell below the cutoff for possible depression approximately 15 days after diagnosis. The study found the importance of timely disclosure to significant others, and that regular depression screening after diagnosis, and provision of mental health services could enhance the HIV care engagement and treatment of PLHIV.

Griffith et al. (2019) observed that young adults with HIV (YAHIV) were unlikely to be retained in care or achieve viral suppression in adult clinics. They conducted a study to assess the outcomes of a youth-focused care model versus standard of care within a large adult HIV clinic, using retrospective analysis of patients entering early care access versus standard care access from 2012 to 2014. HIV care retention was associated with frequent follow up from service providers through visitation, phone calls, and interactions.

Gwyther et al. (2018) conducted a prospective cohort study over six months to fill the gaps in HIV symptom management and psychosocial care for PLHIV, and intended to integrate the need for palliative care into HIV services. Participants were PLHIV who have relatively low CD4 counts or T-cell counts, with advanced cancer, and diagnosed with motor neuron disease. Participants responded to the African Palliative Outcome Scale (APCA) on the first visit, and once a month for six months through a telephone call. The findings revealed that most patient health outcomes significantly improved for HIV patients. Pain, symptoms, and worry reduced significantly. Spiritual well-being, being at peace, and believing life is worthwhile also improved.

Millard et al. (2016) took the initiative to develop an online self-management program for PLHIV dubbed as the Positive Outlook Program. This seven-week program was used to improve

the skills, confidence, and abilities of participants to manage psychosocial issues associated with an HIV-infection. They aimed to evaluate the effectiveness of an online self-management program in improving health outcomes and wellbeing of gay PLHIV in Australia. They found these substantial evidences for the impact of stigma, isolation, and limited disclosure on the quality of life and well-being of PLHIV.

Yu et al. (2018) wrote an article that aims to achieve the "Three Zeros" in the battle against HIV in Taiwan. The target for the year 2030 is to realize zero discrimination, zero infection, and zero death. Nursing professionals and allied service providers were challenged to provide a holistic approach in response to the increased levels of fear of disclosing HIV status, increased levels of shame, isolation and decreased value and connections with God, others, the environment, and the self, and self-blame among PLHIV. Promoting spiritual well-being among PLHIV will contribute in the total enhancement of health, reduction of stigma and discrimination, and zero HIV infection and deaths.

Oji et al. (2017) conducted a systematic literature review to explore the impact of faith beliefs on health and/or medication adherence among individuals with depression and/or HIV/AIDS. Quantitative and qualitative data were analyzed. Spiritual advisor contact was significantly associated with the absence of Major Depressive Disorder and inversely related to Substance Abuse and Mental Illness Symptoms Screener, depression, and poor health behaviors. Patient interviews reflected significance of faith in terms of insight and acceptance of illness, the role or need for medications, coping, and medication adherence.

Ironson et al. (2016) examined the use of spirituality/religiousness in coping with HIV in predicting survival over 17 years, independent of medication adherence. A battery of psychological questionnaires, blood samples drawn, and interview and essay assessments qualitatively reporting current stressors and spiritual coping were completed. Cox regression analyses revealed that overall positive spiritual coping significantly predicted greater survival over 17 years. Particular spiritual coping strategies that predicted longer survival included spiritual practices, spiritual reframing, overcoming spiritual guilt, spiritual gratitude, and spiritual empowerment. People using these strategies were 2 to 4 times more likely to survive. The study affirmed spirituality and religiosity as significant aspects associated with the survival of PLHIV, thus strengthening the association between spirituality/religiosity and health outcomes of PLHIV.

3.0. Methods

The researchers employed the experimental research design, specifically the one-group pretest-posttest design, to determine the effect of RCBT on a sample group (Allen, 2017).

The Psychological General Well-Being Index (PGWBI) targets peoples' self-representations of an aspect of their general well-being and does not include an evaluation of physical health (Dupuy, 2002). There are 22 items, with six dimensions: Anxiety, Depressed Mood, Positive Well-being, Self-Control, General Health, and Vitality. For each dimension, score is given by the sum of the relevant items. The ranges for the dimensions score are as follows: Anxiety = 0 - 25; Depressed mood = 0 - 15; Positive well-being = 0 - 20; Self-control = 0 - 15; General health = 0 - 15; Vitality = 0 - 20; and Total Global score = 0 - 110. The PGWBI generates a total global score for general well-being, which is the sum of the 6 dimension scores. It ranges from 0 (poor quality of life) to 110 (good quality of life) (Dupuy, 2002).

In 2003, Gomez and Fisher developed the Spiritual Well-Being Questionnaire (SWBQ) based on a theoretical model of spiritual well-being proposed by Fisher (Moodley, 2008; Gomez & Fisher, 2003). In 2005, a revised SWBQ scale was developed and showed improvement in terms of its psychometric properties (Moodley, 2008). Raw scores are used and are obtained by calculating the sum of items (Moodley, 2008). A 5-point Likert scale was used for the items: 1 = Very Low to 5 = Very High (Holder, Coleman & Wallace, 2010). The lowest possible SWB score is 21, and the highest possible score is 105, with a range of 84. The spiritual well-being measures are very high, high, moderate, low, and very low (Holder, Coleman & Wallace, 2010).

With the approval and recommendation of the chairperson of PhilCHAN-Iloilo, volunteer participants were identified. The participants completed the informed consent. Pseudonyms were used to ensure anonymity and confidentiality. The participants also agreed to the proper disposal of all printed materials. After these ethical considerations were satisfied, the researchers conducted an experimental research to determine the effect of RCBT on the psycho-spiritual well-being of the PLHIV from PhilCHAN Western Visayas on February 9, 2020.

Ten participants from PhilCHAN Western Visayas completed the pretest measurements prior to the RCBT. These 10 participants comprised the group that received a single session RCBT, which lasted for four

hours, was conducted by one of the researchers who is a Registered Psychologist. Posttest measurements were completed on March 2, 2020.

The single session RCBT for PLHIV is based on Brenner's Strategic Pastoral Counseling (Brenner, 2003), which follows the three respective stages. During the Encounter Stage, the therapist established a trusting, respectful relationship with the participants and the purpose of the session. During the Engagement Stage, participants worked with the therapist to develop alternative thoughts and new coping strategies that will result in behavior changes. Lastly, during the Disengagement Stage, the participants assessed their development and accomplishment of the identified goals, and the RCBT is terminated.

The RCBT covered the following topics: introduction of the program using CBT and RCBT; identifying unhelpful thoughts; challenging unhelpful thoughts; coping with spiritual struggles and negative emotions; benefits of gratitude; stress-related and spiritual growth; and hope and relapse prevention (Pearce et al., 2015).

Quantitative data were analyzed utilizing the following: the mean and the standard deviation; and the dependent *t*-test to determine the difference in the psycho-spiritual before and after the intervention (Steinberg, 2008).

The researchers followed the Code of Ethics set by the Professional Regulatory Board (PRB) of Psychology (2017) on conducting research by Philippine psychologists.

4.0. Results and Discussion

Difference in the psychological well-being of the PLHIV before and after the intervention. The results from the pre-test (M = 57.00, SD = 16.58) and post-test (M = 77.30, SD = 11.90) psychological well-being indicate that the intervention resulted in an increase in the psychological well-being of the PLHIV [$t(9) = -4.98$, $p < .001$]. The RCBT improved the psychological well-being of the PLHIV, which implies an improvement toward positive well-being.

Difference in the spiritual well-being of the PLHIV before and after the intervention. The results from the pre-test (M = 83.10, SD = 14.53) and post-test (M = 94.7, SD = 14.48) spiritual well-being indicate that the intervention resulted in an increase in the spiritual well-being of the PLHIV, however, it is not statistically significant [$t(9) = -2.03$, $p = .07$]. Although the RCBT improved the spiritual well-being of the PLHIV, the pastoral care offered by PhilCHAN may have helped the PLHIV improve their coping with and adjustment to new situations.

Prior to the RCBT, these PLHIV coped with issues such as depression, anxiety, ART initiation, fear of disclosure, stigma, and discrimination brought about by their diagnosis (Hortillas & Gayoles, 2018). In response, these PLHIV were prompted to make sense of what was happening (Magpusao, 2019). Resilience, as one of the positive well-being features, was yet to be tapped and enhanced by these PLHIV (Gottert et al., 2019).

RCBT provided the opportunity for these PLHIV to effectively deal with their physical, social, and mental health concerns (Koenig et al., 2016) by prompting their cognitive and religious insights (Pearce et al., 2015). The findings of this study are supported by the study of Koenig et al. (2016), which revealed that RCBT reduced depressive symptoms of the medically ill and confirmed clinical observations that RCBT helped them effectively manage their emotional problems.

PhilCHAN is an excellent service provider for HIV education and prevention, advocacy, treatment-care-support, spiritual enrichment for PLHIV and those who care for them. Services include recollection, retreat, spiritual counseling and discernment, scripture studies, and recollections, medical services, psychosocial support, shelter, protection, and nutrition (Magpusao, 2011). It is suitable for PhilCHAN to provide PLHIV with RCBT as an effective adjunct to their faith-based services and programs for all PLHIV in the Philippines. The participants shared that they were prompted to participate in the study after finding out that PhilCHAN was coordinating the event.

Before receiving RCBT, these PLHIV experienced increased levels of shame, isolation, and decreased value and connections with God, others, the environment, and the self, and self-blame (Yu et al., 2018). This is consistent with the findings of the study of Mistretta et al. (2017), which revealed that PLHIV with significant depressive symptoms also scored significantly lower in their spiritual well-being assessment. As Filipinos, the spiritual wellness of these PLHIV is culturally influenced to keep afloat due to resiliency and coping mechanisms in hurdling adversity (Magpusao, 2019), also with the help of PhilCHAN. As such, these PLHIV had high spiritual well-being. Despite their high spiritual well-being, these PLHIV still experience the roller coaster of the highs and lows of spiritual well-being as they go on with their everyday life.

After RCBT, the increase in spiritual well-being was not statistically significant. The increase can be attributed to RCBT, which initiated and inculcated spiritual components founded on the scriptures that focused on acceptance, forgiveness, generosity, and engagements in altruistic activities (Bogdan et al., 2018). Listening intently and questioning these PLHIV about their spiritual needs plays a key role in the efficacy of any intervention that they are receiving. RCBT is an effective intervention for these PLHIV that integrated religious insights into psychotherapy and helped in the increase of their overall health (Bogdan et al, 2018).

5.0. Conclusion

These PLHIV undergo immense changes by manifesting anxiety symptoms such as worry, nervousness, fear, and tension, and depressive symptoms such as apathy, a loss of interest in the future, and a lack of energy. Through the Religiously Integrated Cognitive Behavioral Therapy (RCBT) group counseling program, the PLHIV from PhilCHAN Western Visayas improved their psycho-spiritual well-being.

As PLHIV continue to face the challenges and changes in their lives as a result of their HIV status, they should learn to adapt a positive attitude toward seeking help from family, friends, and supportive communities. While the pastoral care of PhilCHAN helps these PLHIV experience healing of their brokenness brought about by their HIV status, pastoral counseling through RCBT group counseling will further assist these PLHIV cope with their physical, emotional, and moral stressors as well as with a crisis of meaning.

The Department of Health (DOH), medical professionals, mental health professionals, and the Catholic Church, through PhilCHAN, should work together to develop programs that integrate the medical, psychological, and spiritual fields in caring for PHLIV. The RCBT program will serve as a paradigm of care for PLHIV in the Philippines.

The general public should be made aware of service providers that offer programs that focus not only on the medical health of PLHIV in the Philippines, but also those that focus on their mental health, such as RCBT for PLHIV.

The present study should be a point of reference for PhilCHAN to include more chapters across the Philippines to reach more PLHIV under their care. Future researchers are encouraged to use this study as a basis in establishing the effectiveness of pastoral counseling so as to develop a comprehensive program designed to improve and sustain the psycho-spiritual well-being of PLHIV in the Philippines.

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An Exploratory Study of the Motivations and Experiences of Openly-Gay *Santero*s

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ABSTRACT. This exploratory study was conducted to inquire into the experiences of gay santeros – those who take care of religious statues or imahes that are used for Catholic religious activities. The study looked into the entry of the santeros to the practice of pagsasanto, their access to the imahe, their reasons for entering and maintaining the practice, and the benefits that they perceive to derive from it. Through conducting interviews with openly-gay santeros, it was found that early exposure to their religious family, school, and local community influenced them into entering the practice of pagsasanto. On access to the imahe, the participants were either owners of the imahe through purchase, donation or inheritance, or caretakers of the imahe through entrustment by their religious networks. On reasons for entering and maintaining the practice, it was found that such was conducted and maintained for egoistic reasons, self-expression, legacy, or spirituality. Lastly, it was found that advantages on health and subsistence, personal development, and social rewards were the perceived derived benefits from the practice of pagsasanto. These findings suggest implications pertaining to the dynamics of religiosity and non-normative gender identity in the Philippines where the Church finds willing caretakers among gay Catholics while gays find an avenue for expression of gender identity and creativity in the task given to them.

1.0. Introduction

Religious images are an important part of the religious lives of Filipinos. In the pre-Hispanic Philippines, ancient Filipinos kept in their altars images representing household deities, deceased ancestors, nature-spirits, among others, to represent the *anito* or the spirit to which they sought guidance and protection. During the 1500s, Magellan erected a cross to symbolize the Spaniards' success of introducing Christianity to the Philippines through the conversion of Rajah Humabon, his wife, and his 800 other subjects (Bernard, 2002). Along with the symbolic cross came the Santo Nino, which was gifted by Magellan to Rajah Humabon's wife. When Magellan died, and the remaining crew returned to Spain, the natives returned to their old beliefs. They made the image into a pagan idol (Caulin, 2017). Years later, while Miguel Lopez de Legazpi was raiding villages, they saw the Santo Nino again underneath the fires, to where Legazpi ordered a shrine be built (Caulin, 2017). At present, the Santo Niño is deemed one of the most important religious images in the Philippines. It symbolizes Catholicism in the Philippines. However, aside from the Santo Nino, Filipino Catholics have many other religious images. These are often exhibited during religious festivities such as *fiestas, Mahal na Araw, Santacruzan*, and Christmas, among others. In such events, the handler of such religious images are oftentimes gay *santeros*.

Pagsasanto in this paper pertains to the acts of maintaining the religious images or *Imahe* or *Poon* or *Santo*, preparing it for religious activities, and fielding it during processions. On the other hand, a Santero (or camarero) in this paper is defined as an individual who serves as a caretaker of the image. The available literature on this practice in the Philippines includes the social class aspects of *pagsasanto* in the rural Philippines (Venida, 1996), use of ivory in the creation of an ecclesiastical statue (Martin et al., 2011), and the sponsorship of religious images in Cabiao, Nueva Ecija (Galang, 2012) which was extended by Tamayo (2020) who examined contemporary sponsorship systems. Others focus on theatrical dance in the community-based celebrations of Santo Niño during the Ati-Atihan Festival (Peterson, 2011) and the Our Lady of Peñafrancia during the Peñafrancia festival (Peterson, 2020). The various images of Christ significant in the Filipino culture has also been documented theologically by Delotavo (2001).

What is noteworthy about the individual Filipino *santeros* is that there is a large proportion of people who are gay. In this sense, the reality of *pagsasanto* is one wherein many of its members identify themselves as part of an identity often viewed as deviant by the very religion where they

served as caretakers of the religious images. Despite this seeming contradiction, it is curious that openly gay members of the Filipino religious community continue to engage themselves in practice – a question not yet been extensively answered by existing local literatures.

In this study, openly-gay *santero*s refer to caretakers of religious images who identify as gay. What this exploratory research did was to venture into an inquiry on the experiences of these openly gay *santero*s. In particular, this research aimed to answer how the gay *santeros* gained access to the *imahe* under their care, their reasons for the engagement in practice, and the benefits they perceive to derive from *pagsasanto*.

2.0. Methods

The research questions necessitate the use of a micro-sociological level of analysis since the study objectives do not focus on large scale structures but rather on individuals and their interpersonal connections within the context of their everyday lives. Thus, the warranted methodological orientation is qualitative, where research becomes interpretative and naturalistic (Creswell, 2013). Through a qualitative approach, researchers understand how individuals learn and make sense of themselves and give meaning to their lives (Berg, 2001).

Two criteria were enforced in the choice of participants: (1) they must be openly-gay and (2) they must be a santero who serves either as owner or steward of at least one Santo/imahe commonly featured in Roman Catholic Lenten processions. Five participants were engaged in interviews for the study.Five participants were deemed enough for the exploratory nature of the study and in consideration of the resources under the disposal of the research team. All five participants have been santeros for more than five years. Four of the participants were personally known by one of the authors. At the same time, the fifth participant was referred by one of the participants. All of them consented to the interview after being briefed about the nature and objectives of the study. The name and other identifiers of the participant santeros were omitted in this report to protect their privacy. In-depth interviews were led by the main author. This was deemed best because he is also an active santero, making access and establishing rapport relatively easier for the researchers. Only five santeros took part in the study as the time and resources of the researchers were of consideration aside from the exploratory nature of the study. All interviews were audio-recorded with permission from the participants and were subsequently transcribed and analyzed. Thematic analysis was performed to unearth themes emanating from their narratives. Findings were conveyed to selected participants for validation. They have consequently concurred with the study results.

3.0. Results

The goal of the paper is to explore the experiences of openly-gay *santero*s. To facilitate the discussion, this section has been divided into the entry of the *santero* participants to the *santero* life, the reasons for engagement, and the *santeros'* perceived benefits from owning an *imahe*.

Entry to *pagsasanto*

Understanding the *santero* phenomenon requires an exploration of how its participants learned about the tradition, how they could take part in it, and why they gained access to the imahe. A unifying theme in the stories of the participants is their early exposure to the life of *Pagsasanto* early on in their life. This early socialization into the *santero* life is facilitated by the following agents of socialization in society:

Family. The first agent of socialization into the *Santero* life is the family, where the religious practices of their families were contributory to the start of their fascination with taking the case of *imahes*. "*Bata pa lang ako, naaalala ko tuwing Holy Week nagpapabasa sa bahay at doon sa simbahan. Tapos yung tito ko, siya yung nag-aalaga ng patron ng simbahan namin. So ayun, siya nagbibihis tapos nakikita ko. Sabi ko, Ay! Gusto ko rin nun!*", (I remember when I was a child that during Holy Week, we have pabasa in our house and in the church. My uncle also takes care of the patron saint of our church. He changes the vestments of the saint and I told myseld "Oh! I want that too!), or the participants' families are *santero*s themselves and, therefore, taking care of religious images is a collective family tradition that they grew up in. As one of the participants put it:

> "*Since bata pa ako, yung family namin, religious na. Lagi kaming active sa simbahan. Meron din kaming mga imahe na ilaagaan.*" (I remember that when I was a child, there

was Pabasa in our homes and the church during Holy week. My uncle takes care of our churche's patron image. I see him change the vestments of the image and told myself, "Oh! I want to do that too!")

School. The second agent of socialization into the *Santero* life is the school institution. The sectarian schools to which the participants were enrolled in exposing them to activities related to religious devotion, which became a normal part of their life:

"*Kasi laking Catholic school ako. Ikaw ba naman, simula kindergarten hanggang fourth year high school... may religious activities*." (I grew up in a Catholic school. From kindergarten up to fourth year high school, we have religious activities.)

One of the participants decided to become a *santero* during his high school days and immediately became one upon graduating:

"*Nung high school ako, nagustuhan ko rin na magkaroon ng sarili kong imahe... before ako grumaduate ng high school, nagdemand ako na talagang gusto ko nang magkaroon ng sarili ko talagang imahe. So surprise, ayun, ginulat nila ako na naipagawa nila ako ng Cleofe*." (When I was a high school student, I wanted to have my own religious image. Before finishing high school, I demanded to have one. I was surprised an image of Sta. Maria Cleofe was made for me.)

Community. The local communities to which the participants are residing further reinforced their exposure to *pagsasantero*. The participants live in areas with a predominantly Roman Catholic population and a long-standing tradition of making grand gestures of observing Catholic celebrations. As one of the participants explained,

"*Kasi mula pagkabata ko, talagang si Don Escudero ang pinaka-standard kasi maganda talaga mga imahe niya. Wala pa akong alam sa mga ivory-ivory, ganyan. Basta alam ko, imahe, tapos kailangan, maganda ang damit, maganda ang karo, maganda ang pukpok, lahat yun*." (Since childhood, Don Escudero is the standard because his images are beautiful. I did not even know what ivories were. All I know is that images should have beautiful vestments and carrozas.)

Requisites for pagsasanto

The importance of family, school, and community as agents influencing the lives of the santero participants is pronounced further in their stories of how they could gain access to their respective *imahes*. Two ways of the mode of acquisition are presented in this paper. Participants either gained access to the *imahe* by owning one or being entrusted to care for an *Imahe* by their religious network.

The first way to gain access to an *imahe* is by owning one. Owning an *Imahe* can further be classified into the following: [1] Owning by Purchase, [2] Owning by Inheritance, and [3] Owning by Donation. The most challenging mode of personal ownership seems to be ownership by purchase because the *imahes* are expensive pieces of art that require a certain degree of preparation for most *santeros* before they can manage to purchase one. The *imahes* are commissioned by would-be *santeros* from woodcarvers, often from Paete, Laguna – known as the Carving Capital of the Philippines under Proclamation No. 809, s. 2005. Benefits of ownership by purchase include exercising a degree of freedom in choosing what *imaheto* take care of. The choice of an *imahe* to be commissioned is reported by the participants to be influenced by the following considerations – 1) the *santero* can choose a saint who is not yet owned by another *santero* in the community to avoid duplication (which they deem aversive because duplication lessens opportunities for participation in religious processions), 2) the *santero* can also choose to commission the production of the *imahe* that he finds most meaningful or important, and 3) the *santero* can choose what saint they can dress-up and present with consideration to their creative preferences and available resources. A *santero* may also gain access to an *imahe* through ownership by donation or when the *imahe* is gifted to them. Also, the *Santero* takes care of the *imahe* (i.e., as a caretaker) while often older relatives or friends still retains ownership. The *Santero* then eventually inherits the *imahe* when its original owner passes away or can no longer take a major part in the care of the *imahe*.

The second way *santeros* gain access to an *imahe* is when it is entrusted to them by a member of their religious network. These religious networks may come in two forms: private religious networks or the Roman Catholic Church itself.

Regardless of the mode of access to the *imahe*, our *santero* participants agreed that taking care of an *imahe* have certain requisites which, while informal, are perceived by the participants to be necessary "sacrifices" to properly perform the devotion of *pagsasanto,* namely:

Financial resources. Our *santero* participants unanimously agreed that money is a major requisite in *pagsasanto,* making it somewhat of a selective form of devotion that is open predominantly to those with sufficient economic power. As one of the participants put it: "*Kung wala kang pera, wala kang pambili ng bulaklak, pangrenta ng karo, pang generator, gasonila, bayad sa taong maghihila, pakain sa mga tutulong. Kailangan mo ng pera, number one yun.*" (If you don't have money, you can't buy flowers, rent a carroza, generator, and gas, pay people who will pull the carroza, and buy food for the individuals who till help. You need money and that's number one.) It bears noting that there is no specific instruction from the Church stating that taking the *imahe* should entail substantial financial sacrifices. However, the *santero*s take it upon themselves to give the best that their resources can afford, most likely as a symbol of their devotion:

> "*Syempre kung kaya ng financials mo na ibigay yung pinakamagagandang gamit... bakit hindi mo ibibigay?*" (Of course, if you have the financial capacity to give the best vestments, then why deprive your image of these?)

This salience of the financial burden in *pagsasanto* led one of the participants to give the following advice to would-be *santero*s:

> "*Advice lang. Wag kayong magsasanto kapag alam niyo sa sarili niyo na wala pa kayong capacity... Kasi there are so many... as young as 12 years old na gustong magka-imahe. Yet, they are not thinking of their... financial status... unlike ako kasi maswerte ako my family is capable... hindi naman lahat ganun. In the long run, they have to think of their... financial status kasi having an imahe is not an easy job. It takes a lot of money, time, and effort.*" (Just an advise, you cannot be a *Santero* if you know you do not have the capacity. As young as 12 years old, there are a lot who want to acquire an image, yet they do not think of their financial status. Unlike me, I am lucky that my family is capable of. In the long run, they have to think of their financial status because having an image is not an easy job.)

As a way to cope with the financial weight of *pagsasanto*, some of the participants ask for donations from other devotees, emphasizing once more the value of a strong religious network:

> "*Nagso-solicit ako, pero hindi naman para sa lahat ng gastos. May part na akin, pero karamihan, hingi sa mga friends.*" (I solicit a portion of the needed costs where part of the costs come from me while others are solicited from friends.)

Patience. Aside from financial resources, the importance of patience in the form of time and effort is also stated as a requisite of being a *santero*. According to one participant:

> "*Time and effort. Syempre... kailangan mo ng mahabang oras kasi mag-iinvest ka rin ng pera, magtatrabaho ka para mabuo mo yan. Hindi naman kaya ng marami na mabuo biglaan. Yung sa effort, pag andyan na at nabuo na, as in talagang kumakain ng oras para ayusan, bihisan, ipanhik sa karosa, kailangan mo lahat pati generator, paglinis ng karo, paglabas ng hawakan, unless meron kang mga tao. Pero iba pa rin talaga yung hands-on ka talaga sa imahe mo eh. Iba pa rin yung feeling.*" (Of course, you need time and money. You have to work to own an image. In terms of effort, when the image has been finished, it takes time to dress it up and arrange it on the carroza. You also need a generator. You also need to clean the carroza.)

Reasons for entering and continuing the practice

The reasons why they started the practice were also inquired. The study found that these reasons range from mundane to spiritual. Our interviews showed that the *santero* participants engage in the conduct of *pagsasanto* for egoistic reasons, self-expression, legacy, and/or spirituality.

Egoistic reasons. One reason for entering the practice is due to egoistic reasons. In this sense, pagsasanto served as a symbolic gesture of personal accomplishment.

> "*At first, it was for my ego. Kasi inisip ko nung nagkaroon ako ng Imahe at the age of 15 na, ah, ako ang nauna... sa lugar ko. Kumbaga, that is a great achievement for me. Noon kasi, I think of it as bragging rights kasi bata pa lang eh may Imahe na ako*". (At first, it was for my ego because I thought having an *imahe* at the age of 15 makes me the first to have one in

my community. It is like a great achievement for me. Before, I thought of having an *imahe* at the age of 15 is a bragging right.)

This is further made salient when it was explained that they, and some of the fellow Santeros that they know, started with the practice because it was the trend among gays during their time. However, these motivations were generally at the initial stage of pagsasanto. The reason for continuing the devotion changes over time.

Self-expression. The *imahe* is reportedly being treated like a doll, or a "Barbie doll" as often called in the Philippines by the gay *santeros*. As explained by one participant, there is a reason why the individual *santero* members are predominantly comprised of gays:

> "*Aminin na natin na halos lahat ng mga santero, ginagawang Barbie kasi gusto nilang i-express yung pagigiging bakla nila, dahil hindi sila makapagsuot ng pambabae, sa imahe nalang ine-express yung gusto nila. Pero sa pag-eexpress ng art na gusto nila sa imahe, mayroon pa rin namang debosyon.*" (Let us face it. Almost all of *the santero*s make their images Barbie dolls because they want to express their gayness and not wear feminine clothes. They express what they want through the images but in that expression comes devotion.)

The appeal of *pagsasanto* to gays as a venue to express their creativity and interest in playing dress-up with dolls without fear of ostracism from society is further made salient when it was explained that, due to this particular motivation, even non-believers engage in *pagsasanto*. For these non-believers, the goal is to express themselves through their "art", even if the practice holds no sanctity for them. As one of the participants explained:

> *"Kaya lang nila gusto ang mga imahe kasi it is a piece of art. It is not a sacred thing, although pinabasbasan nila kasi they thought it is required kasi nga 'pag Mahal na Araw inilalabas, but other than that, in their perspective, it is an art. Active sila sa simbahan pero, they are just active para sa pagpapaganda ng mga imahe. Other than that, the devotion, it is not there.*" (The only reason they want an *imahe* is that because it is a piece of art. It is not a sacred thing, although they have the Church bless it because it is required during Holy Week. Other than that, in their perspective, it is an art. They are active in Church only for the Images.)

However, it is necessary to note that the participants are conscious that there are still limits to the creative freedom to exercise over the divine "Barbies". As one of the participants stated:

> *"…basta hindi extravagant, hindi scandalous ang itsura na para bang nakaball-gown, basta nandun pa rin yung saintly aura nya, pwedeng maging playful ka.*" (As long as it is not extravagant and not scandalous like being dressed in a ball gown, as long as the image is saintly, you can be playful.)

Legacy. Maintainance of the devotion was also viewed as a legacy. One participant stated that this is a reason for he likes the practice:

> "*I want to impart something na ite-treasure nila na kumbaga kahit kunwari wala na ako dito sa mundo, kahit papaano ay may naiambag ako na alam ko na pangangalagaan ng pamilya ko. Hopefully, pangalagaan nila*". (I want to impart something that they will treasure in case I am no longer around. I have something that my family will treasure.)

However, there was uncertainty on whether younger relatives and friends would be responsive to the idea of inheriting such a responsibility:

> "*Sakin kasi, wala pa naman akong… yung mga pamangkin ko medyo maliliit pa. Parang hindi ko pa sila nakikitaan ng interes para doon sa mga poon ko. So sabi ko, kung may friends ako na mapag-iiwanan… kung kakayaning sila yung maglabas, edi sa kanila ko ibibigay. Or ibibigay ko na lang sa simbahan.*" (For me, I do not have nephews and nieces yet. If I have friends whom I can entrust the image and if they can take care of it, then I would give it to them)

Spirituality. *Pagsasanto* was reported to be a form of contrition. In other words, it is the way of seeking forgiveness for what they believe to be sins or acts of transgressions that they have committed against the will of the divine. What is noteworthy about this theme is the basis of the transgression against the divine that they believe they have committed:

> Interviewer: Sa circle mo ba ng mga *santero*, mas marami ang bakla na nag-aalaga? (In your circle of *santero*s, are there many gays?)
>
> *"Wala kang makikitang straight. Halos lahat. Siguro sa one hundred percent, may makikita kang mga ano, mga three percent. Straight babae. Straight lalake. Pero ramdam mo pa rin na may bahid"* (You will not see straight people. Almost all of them are gay. Over a hundred percent, you will only see three percent who are straight female and straight male, but you can still sense they are not.)
>
> Interviewer: Bakit kaya ganun ang composition ng mga *santero*? (Why is the composition of *santeros* like that?)
>
> *"Kasi siguro doon namin nakikita yung ano, kasi makasalanan ka na nga eh, diba? Sa nakikita ko kasi... para sa mga beking santero, parang way nila ito ng paghingi ng tawad, ganun."*(Probably, we see in being a *santero*, you know our being sinful? The way I see it, for gay *santero*s, being a *santero* is a way to ask for forgiveness.)

The participants' last reason why they like the practice is also for devotion and evangelization, where a more spiritual reason for *pagsasanto* is realized.: *"Habang tumatagal naiisip mo na, ah, kaya pala ako nagsasantero kasi it is for devotion... and for evangelization kasi yun talaga ang purpose ng mga imahe, for evangelization, kaya tayo nagpuprusisyon.*." (As times pass, you realize that you became a *santero* for the devotion and evangelization because that is the purpose of the *imahe* – for evangelization, that's why we conduct processions.)

The practice of *pagsasanto* is also reportedly an expression of gratefulness and love to the santo and your religious network – one that is shown by remaining as a *santero* despite all of its challenges and taking care of the *imahe*:

> *"There are some santeros na sa sobrang laki ng issues, napagod na, nag-give-up na. Pero may iba na lumalaban lang, tulad ko, lumalaban lang ako sa kabila ng issues na binabato sa akin. Ang iniisip ko lang is it is for me to improve kasi nagsanto ka, ang tunay talagang essence ng pagsasanto mo is matuto ka sa Kanya na kumbaga, like si Mama Mary, nagpapakumbaba, ganyan, tapos being faithful sa Diyos, ganun."* (There are some *santero*s with big issues - became tired and gave up. But there are others who fight, like me, despite the issues that make up about me. I just think it is for my improvement because you will learn from Him the real essence of being a *santero*. Like Mama Mary, she became practiced humility and became faithful to God.)

Perceived derived benefits from *pagsasanto*

There are also perceived derived rewards from the practice. Forgiveness of sins (plenary indulgence) is part of the religious nature of their practice, and *pagsasanto* is a devotion that considers benefits as secondary. As one participant puts it, "*Syempre sa gagawin mo, hindi kailangan mag-expect ng kapalit. Parang bibigyan ka ng blessings or hindi, ok lang"*. (You do not have to expect anything in exchange. Regardless if you will receive blessings or not, it is okay). The participants identified personal (health and subsistence and personal development) and social (formation of networks and social standing) rewards as perceived benefits from *pagsasanto*.

***Health and subsistence*.** The participants believe that God protects them and their respective families from sicknesses and poverty in return for their service. While this does not necessarily mean that they become rich as a result of their devotion, some of the participants opined that this is the reason why they have enough to get by from day to day:

> "*Hindi kami naghihirap. Hindi kami nakakaranas na maghikahos sa buhay na halos mamalimos ka na. Maubusan man kami ng bigas, may dumarating. Parang blessing na dumadating basta nag-aalaga ka ng imahe*". (We do not feel hardships. We do not experience hardships to the point that we will solicit money. If we were to lose rice to eat, rice comes. It is like a blessing coming from taking care of the image.)

Some of the participants, however, noted that other *santero*s might take advantage of their *pagsasanto* for more devious reasons:

> "*May mga nagsosolicit para sa poon pero... hindi nila talaga ginagastos sa imahe nila, ginagawa nilang front yung imahe nila para makapagsolicit, makakuha ng pera para sa sarili nila*". (There are those who solicit for the image but they do not spend these for the image. Instead, they use the image as a front to get money for themselves.)

Personal development. The practice of *pagsasanto* allowed the *santero* participants to develop their skills, which provided them an opportunity for personality development.

According to the *santero* participants, they were able to learn new skills that may be useful in everyday life because these are skills necessary in *pagsasanto*:

> *"Well, madami akong natututunan... tulad ng pananahi... yung sa kahoy, kunwari magbabarena, magtuturnilyo... then pag-eelectrician din gawa nung linya ng kuryente, mapag-aaralan mo yung sa wattage kung kakayanin ng generator. And then, sa pagsusuri ng tela-tela, sa pag-aaccessorize, sa pagtingin ng appropriate na alahas."* (I learn a lot like sewing, using a grinder, using nails and hammer, fixing electric lines, learning wattage and if the generation can handle it.)

Beyond skills development is the opportunity for personality development - one that may give the *santero* a more internalized appreciation of their spiritual beliefs:

> *"I am from a devout Catholic family pero 'pag nakikita mo yung pag-uugali, they are serving yet hindi tugma sa attitude nila. So, in the long run, natutunan ko 'yung pagpapakatotoo. Na kumbaga, nangangalaga ka ng imahe, but that doesn't require na kailangan lagi kang nagdadasal, lagi kang nagsisimba, na you're always active kahit hindi pa panahon ng labas nila. For me, what is important is sa araw-araw ng buhay mo, you make it a point na 'yung naging buhay ng santo, i-apply mo sa sarili mong buhay. Atsaka para maka-impluwesnya ka rin, na makikita sayo ng ibang tao na nag-aalaga ka ng imahe, mabuti kang ehemplo, na sinusubukan mong magpakabuti."* (I am from a devout Catholic family, but when you see their behaviors, they are serving, but it does not match their attitudes. So, in the long run, I learn how to be real, like owning an image doesn't require that you always need to pray, go to the church, be active despite it is not the season for the images to be processed. For me, what is important is in your everyday life, you apply the life of the saint. You will influence people, and people will see that you are a good example with owning an image, that you try to be a good person.)

Social rewards. There are social rewards for being a *santero*, particularly an increase in the number of their friends and acquaintances and a perceived increase in social standing:

> *"Nung una, isa lang ang kaibigan ko na nagsasanto... then, I started hosting Flickr, and it attracted people. So dun nag-start. Dumami ng dumami, hanggang sa madami na akong kilala. Minsan pa nga, kilala ako, hindi ko sila kilala. Tapos may iba na nagsasabi na ina-idolize nila ang imaheng alaga ko, kasi talagang maganda ang gayak."* (At first, I only have one *santero* friend. Then I hosted hosting a Flickr account, which attracted people. It started there. Connections grew until I knew a lot of people. Even sometimes, they know me, but I do not know them. Some say they idolize the image I am taking care of because its decoration is beautiful.)

Beyond forming connections, one participant raised that being a santero can also promote status. As one participant stated, *"Feeling ko nakakataas din ng moral yung pag-aalagang imahe. Nakakataas din ng tingin ng tao para sa nag-aalaga ng imahe."* (I think taking care of an *imahe* boosts morale. It makes people to look up to you.) Another participant agrees with this sentiment, claiming that:

> *""In my case, oo, may pangalan talaga ako. 'Yung alam na... kapag si [name], ay, hindi papayag yan na basta-basta ang gayak, kailangan bago, kailangan laging may bagong pakulo. So nagigiging kaabang-abang 'yung Imahe mo because of your creativity. Mataas ang tingin sayo ng lipunan kasi may imahe ka, ibig sabihin... ang mga pamilyang may imahe mayayaman talaga. Like our family, mayaman talaga. Noong bata pa ako, 'yung lola ko umuubos ng PhP 100,000.00."*(In my case, I have made a name for myself. People know me as someone who takes decorating the *Imahe* seriously and innovatively. Consequently, people keep an eye out for my *Imahe*. Society looks up to you because you own an *Imahe;* they even think that you are affluent if you own one. Like our family, we are really affluent. When I was a child, my grandmother spends Php 100,000.00 for the procession.)

These claims purporting a positive relationship between *pagsasanto* and social standing seem to be well internalized by some *Santero*s. One *santero*, for example, bought a Santo for the main purpose of increasing his social standing in his local community. He reportedly became more known and respected in his local community as a result. It bears noting, however, that not all of our *santero* participants agree with the benefit of social standing for *santero*s:

> *"Ang pagsasanto naman kasi, hindi status symbol yan. Nakapasok kasi yun sa pagigiging*

Catholic… tsaka wala namang point dun: wala namang scores, judge or anything. 'Yun lang, just plain devotion. Sa perspective ko, hindi siya nakakataas. Kasi kung sa pagkakaroon ng imahe ang pagtaas ng posisyon ko sa simbahan, 'di sana lahat ng officers namin sa [religious org] may imahe." (*Pagsasanto* is not a status symbol. Being a Catholic is anchored on it. *Pagsasanto* is not graded – no scores, judge, or anything. It is plain devotion. In my perspective, it does not mobilize you. If it does, then religious officers could have owned a religious image.)

4.0. Discussion

The results of the study yielded many notable insights about the practice of *pagsasanto* among gay *Santero*s. The results suggest that *Santero* devotion is developed as a result of an early life subjected to intensive integration with religious socialization agents (family, school, and local community) that taught the participants the notion that pagsa*santero* is normal and a worthy activity to aspire for. The concept of social learning (Bandura, 1971) is particularly noticeable in these narratives – the participants often mentioned older relative *Santero*s who served as their role model. In some cases, the model is not even a relative but rather a public figure they know of – such as Don Escudero – whom they perceive to be someone worth aspiring to be given the prestige he enjoys as a result of *pagsasanto*. The salience of this religious network is further felt in the context of gaining access to an *imahe* – wherewith the *Santero*s often gain these *imahes* from religious friends, families, or even the Church itself – and in the act of *pagsasanto* itself where it has been implied that being a *santero* is not often an individual activity, but rather a social one that requires the participation of other people who are either hired help or fellow devotees.

It is also worth noting that while the participants were experiencing these early socialization processes into *Santero* life, they were already in the process of forming their gender identity and experiencing the difficulties of having such a gender identity in a predominantly patriarchal, hetero-masculine society. The participants recalled that during their younger days, some of them wanted to play with dolls – a desire they met by borrowing the Barbies of relatives (them having none of their own) or playing with stuffed toys – which, though not necessarily the stereotypical male toy compared to guns, trucks, and action figures, is still not perceived to be as effeminate as dolls. The *santero* participants were able to negotiate the clash of influences between the religious, social institutions (family, school, and community) surrounding them in their formative years on the one hand, and their gender identity on the other, by becoming a *santero*. Although they were forbidden to play with dolls in their younger days, they can now do so without fear of social backlash and deterioration of social ties by treating the *imahes* as dolls. The appeal of these religious images as dolls is ubiquitous enough that even gay non-Catholics, including non-believers, have joined the practice.

The religion-gender dynamic in this practice is further made salient when it came to light that though these openly-gay *Santero*s see *pagsasanto* as an opportunity to perform acts often associated with being gay without social backlash, their religious upbringing has internalized in them the concept of gayness as a sin. Being a *Santero* consequently functions like a middle ground: a venue to be gay and a way to seek contrition for the very same "sinful" gay identity they are manifesting. There may even be merit in surmising that the perception of the *imahe* as a form of legacy may be partially influenced by the fact that gay Filipinos do not often have families of procreation of their own and, therefore, one of the alternative ways to leave a legacy is through the inanimate religious objects they take care of. In their typologies of legacy, Hunter and Rowles (2005) call this a material legacy, particularly an heirloom which carries history and story within the material to be transferred.

Aside from the religion-gender identity connection, it also became salient how *pagsasanto* intersects with social status. On the one hand, *pagsasanto* is related to social status because the practice requires considerable socio-economic capital. Tamayo (2020) reported that, historically, it was the elite families who commissioned processional images in the province because, in addition to their maintenance, ordering and shipping alone are expensive. At present, the narratives of the participants highlighted how resources are needed in the purchase and maintenance of the images. Venida (1996) also noted that the number of *imahes* processed on Good Friday in Baliwag of Bulacan signified the growing class of affluent families. In later years, the number of images approximately a hundred. Even if the *santero does not buy the imahe*, the acts of maintaining the *imahe*, preparing it for religious activities, and fielding it during processions all require substantial monetary sacrifices.

On the other, it is also connected to social status because these socio-economic "investments" are perceived to be rewarded with social acceptance and prestige. In this sense, *pagsasanto* serves

as a symbolic gesture of personal accomplishment, and a means to achieve prestige or higher social status within the religious network. Based on acceptance in one's religious in-group, this is further made salient when explained that some of the fellow *santero*s that they know started with the devotion because it was the trend among gays during their time. In typical Filipino parlance, pagsa*santero* in this regard has become a method of *pakiki-uso* or *pakikisama* to their in-group. As Cheadle and Schwadel (2012) reported, religious similarity fosters social connections. Turner (2001) also reported that religious participation serves as a way for social mobility. There is also an active and growing *santero* communities on Facebook. Those with more *imahes* and grander designs for their *imahes* often enjoy significant fame and clout in the online *santero* community.

5.0. Conclusion

The participants' narratives indicated that the religious family, school, and the community as agents of socialization facilitated their entry to *pagsasanto*. Access of an *Imahe* was either through ownership or through entrustment. Regardless of the mode of access, participants reported financial resources and patience as requisites in the practice. Participants reported different reasons for *pagsasanto* including ego or prestige, conformity to a trend, treatment of imahe as a divine "barbie" for creative self-expression,the aspiration to start a legacy of *Pagsasantero* in one's family, as an act of contrition, and as devotion and evangelization. Finally, the participants reported subsistence, personal development, and social connections as perceived benefits derived from the practice of *pagsasanto.*

In exploring the phenomenon, it came to light that the practice is an activity where an individual exercises self-expression via the images in a venue that is mediated by the societal elements of religion, gender, and social status. The participants had different reasons as to why they entered the practice and various personal and social rewards perceived to be derived from it. It may be plausible that the benefits the participants receive from the practice can also be the reasons they entered *pagsasanto*. This is one limitation of the study that future researchers can explore.

This study is just an initial step in the study of *pagsasanto* and its reportedly predominantly gay population. However, it is important to contribute to the sociological literature in terms of how persons negotiate the contradictions between a reportedly esteemed religious identity and a deviant gender identity. Future studies in this field of inquiry are encouraged to explore more questions of importance that may branch out from what we have discovered about the phenomenon, such as how Church authorities and its lay members react to these expressions of creativity by gay *santero*s, how first-generation *santero*s try to maintain the tradition of *pagsasanto* in their family especially when they have no personal families of procreation, whether the motivations and experiences of lesbian *santero*s differ from their gay counterparts, and finally, whether the assumption of this esteemed religious identity ultimately increases the religious, hetero-masculine society's acceptance of gays.

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The Archbishopric of Manila Meets the Challenge of Shepherding Its Laity to Spiritual Maturity (1953-1963)

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ABSTRACT. This study discusses, narrates, and analyzes how Archbishop Rufino Santos continued the work started by the country's first native Archbishop of Manila, Gabriel M. Reyes, in steering the archbishopric to attain its full spiritual maturity. The research used the historical method guided by Arnold Toynbee's Challenge and Response Theory identifying the Archbishop of Manila as the "creative personality" whose responses to the challenges of the post-war Archdiocese of Manila formed a "creative minority" who helped him respond to the challenges during his stewardship. As the "creative personality," Archbishop Santos led a series of responses that began to stir the social awakening of the Catholic Church in the Philippines to make it responsive to the social issues affecting the Filipinos. These responses allowed Archbishop Santos to elevate the Catholic Action movement to include socio-political concerns, thereby awakening the laity's socio-political consciousness and linking this to their Filipino Catholic identity.

1.0. Introduction

The current use of Arnold Toynbee's Challenge and Response Theory in historical studies of the Philippines is to highlight the dynamic process of the encounter between social actors that brings changes in the social structures or how a society responds to the internal and external challenges and how these responses bring changes to society or an institution over time. Toynbee intended to use this theory on the macro level, such as the study of civilizations. However, it finds relevant use as a theoretical framework in the micro-level, that is, in the study of some institutions.

The Roman Catholic Archdiocese of Manila is one of those institutions where the Toynbeean theory may be applied at the micro-level as the current post-war historical account of the Archdiocese focused on the overview of the sociological development of its stakeholders (Yalung, 2000). There is a need for research that focuses on the leader of the Archdiocese of Manila and how he steered his flock towards spiritual reconstruction in the years prior to the opening of the Second Vatican Council.

2.0. Methods

The study used Arnold Toynbee's Challenge and Response Theory, but it centered on the role of the "creative personality," an individual that Toynbee defined as someone who strives to convert his fellow men into his insight, a genius who unintentionally creates a "disequilibrium produced by his creative energy" (Toynbee, 1972, p. 140). He has powers of attraction that enable a small group of other individuals to move towards his goal. This small group is what Toynbee calls the "creative minority" (Toynbee, 1972, p. 162-163). They are the persons who can move the uncreative people into the creative personality's vision so that society can cope successfully with the challenges. The growth or decline of the social structure results from the creative minority's ability to steer the social structure into their vision without using force by addressing external and internal challenges (Toynbee, 1972). These internal creative responses are a narrative on how the social structure's actions and reactions reflect the actions of the creative minority at the macro level.

The creative personality in this study is the second native Archbishop of Manila, Rufino Santos, whose stewardship of the Metropolitan See of Manila lasted two decades: 1953-1973. The research focuses on the first decade of Santos' stewardship, from the year of his assumption of the archbishopric in 1953 to 1963, the year when he was one of the Vatican Council II Fathers, and as a Cardinal, participated in the conclave for the election of Pope Paul VI. During these years, Archbishop Santos faced the challenges of reconstructing the war-ravaged physical structures of the Archdiocese and the dominating ideals of secularism and individualism that posed a spiritual threat to the laity of post-war Manila. The current study focuses on the latter by answering the question, "How did Archbishop Rufino Santos of Manila dynamically respond to the challenge of shepherding the laity into spiritual maturity during the first decade of his stewardship?"

To address the study's main problem, the researcher used the historical method to describe, narrate, and analyze the very similar view of the past (Gottschalk, 1963; Lemon, 2003) guided by Toynbee's Challenge and Response theory in interpreting the facts gathered from primary and secondary sources.

3.0. Results and Discussion

The spiritual reconstruction of Archbishop Rufino Santos is anchored on his belief that the Catholic Church must make itself relevant to the lives of the Filipino people in their political, economic, cultural, educational, or spiritual life.

On love of neighbor

Archbishop Rufino Santos steered the Archdiocese into its full spiritual maturity by shepherding the laity towards socio-political involvement guided by his stewardship's central theme: love of God and love of neighbor. For the newly-installed Archbishop of Manila (1953b, p. 244), the Christian teaching founded on love unites everyone in principle and action to love one another as they love themselves. This is aptly expressed in the dictum, "Caritas in Dilectione," 'charity in love,' the motto in his coat-of-arms (Madriaga, 1953).

Guiding the Catholic Church in the Philippines to its full spiritual maturity means that the creative personality, the Archbishop of Manila, must steer the Metropolitan See into spurring the uncreative majority, the laity, into a creative effort towards the fulfillment of his goal. This, he did achieve first by laying out a "social program," he announced on the evening of his installation.

In a fraternal agape at the Winter Garden of Manila Hotel, in the presence of the Apostolic Nuncio and the Manila's elite, Archbishop Santos spoke of implementing a social welfare program whose focus is to gather funds to help the poor. He said that the poor are the main victims of misuse of resources and have become strangers to the Church, for they felt they were abandoned by God (Santos, 1953c, p. 280). He also said that the Church is concerned with the welfare of the poor. This concern for their welfare will urge the poor to perform their spiritual duties for God, however materially lacking they were.

The social welfare program called for asking for financial donations from the well-off members of society to support the material needs of the underprivileged. The Archdiocese was expected to initiate a donation of fifty to a hundred pesos a month. In contrast, the wealthy were expected to donate a peso a month. The collected funds will be used for "food, clothing, and medicines for distribution among our poor brethren, and the education of their children" ("Bishop Santos' Social Program Would Fight Communism with Works of Mercy," 1953). Archbishop Santos looked forward that in the long run, the program will be launched into a formal organization manned by capable persons ready for self-sacrifice, understanding, and has the will-power to make the project a successful one. He appealed again for support for this undertaking, the Church's response to the challenge of Communism ("Bishop Santos' Social Program Would Fight Communism with Works of Mercy," 1953).

In his response, Apostolic Nuncio Archbishop Egidio Vagnozzi (1953) said that "It is beautiful… and a great program" (p. 282), a pioneering step of the oldest Archdiocese of the country that speaks for the Catholic Church in the Philippines as a whole. With Archbishop Rufino Santos at the helm of the Metropolitan See, Archbishop Vagnozzi believed that "the Church with your appointment, is going to see a new era in the Philippines, an era in which the Church will become more and more a vital force in the life of this country..." (Vagnozzi, 1953, p. 283).

Archbishop Santos was a man ahead of his time who looked outward and persevered to make the Church an inclusive Church, a Church that counts on both the rich and poor alike, a Church "pervaded and ruled by charity" (Madriaga, 1953, p. 245).

By July 1953, or barely three months after his consecration as Archbishop, Rufino Santos announced the establishment of an archdiocesan department whose sole concern was on the welfare program for the indigents that he spoke about on the evening of his consecration as Archbishop. A department called "Catholic Charities" was created. It was an office directly under the supervision of the Archbishop and was tasked with the "distribution of food and clothing, giving employment to head of poor families and education for their children" ("Msgr. Santos Acts on Charity Projects," 1953, p. 2). It had a separate board of directors who governed six offices that were also its areas of concern:

census and statistics, finance, procurement, distribution and medical care, educational and religious activities, employment and disposal ("Archbishop Santos Announces the Archdiocesan Department of 'Catholic Charities,' 1953, p. 488-489). The Archbishop planned to distribute relief and charity among indigents amounting to ₱500,000.00 a year ("Editorial Catholic Charities, Inc.," 1953).

The postwar period saw the spread of the Catholic laity organizations from Manila to other dioceses throughout the country. Archbishop Gabriel M. Reyes institutionalized these lay organizations at the diocesan level, designating the Bishop or the Archbishop as the person who directs these organizations through the Archdiocesan Committee on Catholic Action. Following his predecessor's initiatives, Santos streamlined the social services that these lay organizations implemented in various degrees. This collectively resulted in what was known then as the Manila Catholic Charities, "a family welfare organization" (Mitchell, 1956, p. 570) that coordinated and intensified the social services "performed by the parishioners and parish groups under the direction of parish priests throughout the Archdiocese" (Mitchell, 1956, p. 570).

The lay creative minority

The Archbishop's actions slowly gained its momentum of spurring the "uncreative majority" into "creative action." Rufino Santos focused on the would-be teachers of the Catholic faith and doctrines. He would embark later on the untested waters of post-war political issues that affected the laity.

Archbishop Santos continued the project of Archbishop Gabriel M. Reyes when he led the opening of the Institute of Catechists on 4 July 1953. The institute that was housed in Sta. Isabel College intended to train catechists who will teach the Catholic faith and doctrine to elementary, high school, and college students. It had separate classes for men and women catechists who were taught every Saturday for 36 weeks. A catechist trainee had to be a "college student, a college graduate, a third or fourth year student" with proper recommendations from their parish priest and from other parish catechists ("Classes for Catechism Open July 4th," 1953). Trainees, who completed the mastery course, received an episcopal diploma and earned the eligibility to teach catechism to elementary and high school students in private or public schools. The catechetical training program was originally intended for the vicariates of Bulacan, Cavite, and Rizal provinces during the stewardship of Archbishop Gabriel M. Reyes in 1951. Two years after, Archbishop Santos as the president of the Catholic Welfare Organization, expanded the program to the whole Archdiocese of Manila. He called on the parish priests, school heads, Catholic Action members, Catholic teachers, and catechists to encourage enrollment ("Classes for Catechism Open July 4th," 1953).

The Archbishop then spoke to public school and non-sectarian teachers and reminded them that spreading Catholicism did not stop when they exited the Church, "If each Catholic were to spread his catholicity in his own sphere of influence, there would be no advancement on the part of the enemies of the Church" ("Msgr. Santos to Teachers "Spread Catholicity," 1953, p. 3). For the Archbishop of Manila, the duty of teaching encompassed not only the family but all those who came to the influence of teachers.

His focus on education was done. Archbishop Santos subtly moved to promote Catholic values in the media when he endorsed a Tagalog movie that portrayed the Church's stand on birth control, contraceptives, and abortion. *May Karapatang Isilang* (1953) is an adaptation of the Spanish film "*Derecho de Nacer*" that starred Filipino actors Jose Padilla, Rosa del Rosario, Rosita Noble, and Paraluman. Santos said that the Tagalog film "applies a very sound solution to the many problems of the day, which often pervade the homes" ("Archbishop Endorses Tagalog Movie," 1953, p. 10). The office of the Catholic Action of the Philippines took charge of selling the tickets to moviegoers.

This was the first of the many activities that the Catholic Action of the Philippines spearheaded during the stewardship of Archbishop Rufino Santos. Taking the lead from the ecclesiastical head of the Archdiocese of Manila, the Holy Name Society issued a manifesto abhorring the spread of pornographic literature especially reading materials that targeted young men and women ("Holy Namers War on Pornography," 1953).

The Holy Name Society was among the mandated organizations of Catholic Action Councils in all parishes in the Philippines. The other organizations were Legion of Mary, the Young Christian Workers, Students' Catholic Action, Sodality of Our Lady, Knights of Columbus, Catholic Women's League, Young Ladies Association of Charity, Conferencia de San Vicente de Paul, and the Catholic

Youth Organization. By 1955, these organizations had a membership that reached 150,823 while there were 669 Catholic Action parish councils in the 28 dioceses of the Philippines ("Catholic Action Growing Annual Report Shows," p. 3).

The Parish Pastoral Councils also began collaborating with the Parish Welfare Committee in distributing clothing, material and providing medical aid to those in need. In 1956, the Parish Welfare Committees of Paco, San Miguel, "Pandacan, Binondo, San Jose de Trozo, Santísimo Rosario, Singalong, Malate, Ermita, San Vicente de Paul, San Roque, Peñafrancia, Espíritu Santo, and Assumption parishes" (Mitchell, 1956, p. 571) reported a regular service to about 25 families and 100 patients a week. This was the Councils' response to the call of Archbishop Santos to go to the poor ("Go to the Poor! Says Manila Archbishop," 1953).

By targeting the teachers of the faith and those who participate in the evangelizing mission of the Church, the Catholic Action organizations and the parish pastoral councils began moving on their own to promote Catholic faith and ideals.

The "creative personality" typified by the Archbishop now has formed his "creative minority," the laypeople and Catholic lay organizations that helped him in his advocacy.

To Jesus through Mary

Apart from rekindling the virtue of *Caritas* among the faithful, Archbishop Santos produced disequilibrium when he intensified the Marian devotion among the faithful of Manila by spearheading the celebration of the Marian Year in 1954. Manila's celebration was the Archdiocese response to the announcement of Pope Pius XII that 1954 was designated as *Anno Mariano* through the encyclical *Fulgens Corona*. The Marian Year celebrated the centennial of the definition of the Dogma of the Immaculate Conception.

As early as December 1953, Archbishop Santos set the ground moving for this celebration. He selected parishes dedicated to the Virgin Mary to be pilgrimage sites. The Santissimo Rosario parish of the University of Santo Tomas, the parish of Our Lady of Loreto in Sampaloc, the Virgen del Pilar church in the Sta. Cruz parish and Malate's Virgen de Los Remedios were the pilgrim sites in the City of Manila. The Nuestra Señora de Salambao in Obando was the Marian pilgrimage site for Bulacan. For Cavite, Archbishop Santos designated the pilgrims to the Nuestra Señora de la Soledad de Porta Vaga in Cavite City, while in Rizal, pilgrims could go to the Church of the Nuestra Señora de la Paz y Buen Viaje in Antipolo (Santos, 1953d).

Pilgrimage within the diocese was only the first of the many activities for the Marian Year. In a joint pastoral letter, the episcopate of the Philippines instructed all priests to stir up Marian devotion through "sermon lectures, novenae, pilgrimages, and other means that inspire their zeal" (Catholic Welfare Organization, 1954, p. 372) and during the exposition of the Blessed Sacrament, the recitation of the papal prayer for the Marian Year. They also expect that the lay will attend these Marian activities (Catholic Welfare Organization, 1954).

The most important of the announcement in the joint pastoral letter is the holding of the Second National Marian Congress in Manila on 1 to 5 December 1954.

In the midst of the preparations for the celebration of the Marian Year, Rufino Santos invoked another image of Mary, "Queen of Peace." The Archbishop spoke to the faithful on the radio on DZPI on the eve of the centennial of the Dogma of the Immaculate Conception on 7 December 1954. Santos cited the absence of charity and goodwill over the existence of contempt of the law that resulted in the absence of peace among humankind. To achieve peace was to turn to Mary, the Archbishop said, for the peace of the soul "must be deeply rooted on a spiritual order, that escapes the coldness of material ambitions" ("Turn to Mary Archbishop Urges," 1953, p. 2). For Archbishop Santos, the absence of peace of the soul resulted in national disintegration. The deterioration of peace led to hatred, and ultimately, brutality.

Archbishop Santos meant turning to Mary, Queen of Peace, to form the self and the family-centered on Marian's virtues. He reminded that the simple offering of flowers and prayers to the Blessed Mother was a manifestation of the submission of the self to God through Mary's intercession. He encouraged the faithful to place the Marian image in prominent places inside the homes and, most importantly, in the hearts of the faithful ("Turn to Mary Archbishop Urges," 1953).

The highlight of the celebration of Marian Year was observed on 8 December 1954, the centennial of the Dogma of the Immaculate Conception. Archbishop Santos allowed the celebration

of a midnight mass on that day. He also reminded the parish priests not to break the 120-hour continuous Rosary in all parishes of the Archdiocese. The Archbishop also accompanied the Papal Legate to the Marian Congress, Archbishop Fernando Cardinal Quiroga of Santiago de Compostela, in laying the cornerstone of the eighth Manila Cathedral in Intramuros (Santos, 1954).

Capping the celebrations was a pontifical mass at the San Miguel Pro-Cathedral, a sacred concert that was broadcasted over the radio, and a Grand Rosary Rally at the Santo Domingo Church in Quezon City where Block Rosary Units of Manila and Quezon City participated (Santos, 1954).

The Marian Year festivities were not only in compliance with the call of the Supreme Pontiff but also ways to seek the Blessed Virgin's help for an increase in vocations. In his pastoral letter to the clergy and the faithful of the Archdiocese, Santos said that the Blessed Virgin's role as intercessor is an exercise of the ministry of mediation (Santos, 1955a).

Archbishop Santos also called for parents to make their families the moral, educational centers where Christian virtues were born and were fortified. These families should serve as sanctuaries of the genuinely Christian homes, where God is feared and loved, and his commands are faithfully fulfilled (Santos, 1955a, p. 44). Santos said that parents must encourage their children to pray the Holy Rosary in front of the image of the Blessed Virgin where the parents would narrate the Marian virtues so that the parents might exemplify how Mary raised Christ to be a man of character and love (Santos, 1955a, p. 47). This kind of family was what the Archbishop wanted to exist in the country that would become the source for drawing up religious vocations.

The Archbishop also ensured the participation of the Archdiocese to the centennial of the apparition of Our Lady in Lourdes, France. He organized an Archdiocesan Committee to oversee the activities of the Archdiocese for the said occasion. He instructed the holding of a novena or a triduum in honor of the Our Lady of Lourdes. On 11 February 1958, all parishes and chapels celebrated a special mass at noon, the time of the first apparition of the Lady at Lourdes. After the said date, all masses prayed the Centennial Prayer in Tagalog during the final prayers with the invocation, "*Nuestra Señora de Lourdes, Rogad por Nosotros*." The first Saturday of every month was dedicated in honor of the Virgin of Lourdes (Santos, 1958a, p. 84-85).

Archbishop Santos organized these Marian activities, for he deemed them necessary to affirm the Marian devotion of the Filipinos and renew the fruits of the Second Marian Congress of 1954. The Archbishop reminded the clergy and the faithful to constantly pray the Holy Rosary and pray it as a family. He also called for a campaign for Christian modesty in dressing and living. The Archbishop also called for the faithful to "make the purifying influence of the Immaculate Virgin Mary regenerate the customs and the way of living of our families and institutions" (Santos, 1958b, p. 162).

The Archbishop wanted Christian values to be imparted to schools to train the youth and keep Philippine traditional moral values because Western values did not conform to Christian values. He also appealed to intellectuals, teachers, doctors, and businessmen for them to be enlightened on the reality of God, emphasizing that disbelief in Him poses a danger to the salvation of the nation. For government leaders, the Archbishop appealed for a resurgence of honesty and sincerity (Santos, 1958b, p. 163).

The pattern of mobilizing the faithful for another Marian devotion in the Archdiocese of Manila re-emerged on September 1959 when Archbishop Santos instructed the vicars forane, parish priests, heads of Catholic educational institutions, leaders of Catholic Action movements and other religious organizations to prepare for a "Grand Family Rosary Rally" in Manila. Rev. Fr. Patrick Peyton, C.S.C. of the Family Rosary Crusade movement, guided how the event would be organized (Santos, 1959a, p. 468).

The Grand Family Rosary Rally was the stellar Marian event that the Archdiocese of Manila organized in the first ten years of Archbishop Santos' stewardship that designated a lay Catholic organization to be the organizer. The Archdiocese commissioned Ms. Joaquina Lucas and Ms. Paz Santos of the Legion of Mary to be the point persons of the Vicars Forane (Santos, 1959a). It was also the only Marian event that was organized without official prodding from the Holy See. The Archbishop emphasized the importance of the Rosary Rally in his pastoral letter stating the need for spiritual and moral recovery as there was an ongoing "catastrophic" "terrible breakdown of principles" brought about by modern and "pharisaical and superficial notions" (Santos, 1958c, p. 715).

The months of October and November 1959 were the designated months for the four grand Family Rosary rallies in Bulacan, Cavite, and Rizal that culminated in Manila.

Archbishop Rufino Santos intensified the Marian devotion for a people already devoted to Mary as a response to two challenges that faced the Archdiocese: the need to increase vocations and the growing materialism and secularism of society. Archbishop Santos regarded these "modernistic" Western values as the reasons for the moral disintegration of the traditional Filipino society that centered on God and the unity of the family.

By rekindling the devotion to the Holy Rosary, Archbishop Santos mobilized the laity to assert Catholic ideals and culture. He believed that the Filipino families could become the bedrock of a Christian society formed on Christian moral values if they prayed the Rosary as a family. As the "creative personality" of the Archdiocese, Archbishop Rufino Santos organized activities for the growth of Marian devotion.

The laity's socio-political consciousness and the Filipino Catholic identity

The last spiritual reconstruction that Archbishop Santos led in his first ten-year stewardship of the Metropolitan See of Manila was awakening the laity's socio-political consciousness and linking this to their Catholic identity. Archbishop Santos moved the laity to advocate for the Church's cause, similar to his predecessor. The difference in his approach was that he shepherded the Church towards its full maturity by elevating the Catholic Action Movement to extend its concerns to socio-political issues concerning the Church, specifically religious instruction and elections.

Religious instruction in schools, especially in public schools, has been an advocacy of the Church since the stewardship of Archbishop Michael O'Doherty (served 1916-1949), who envisioned a group of laypersons who conducted catechism classes to pupils of public schools (Noone, 1989, p. 162-163). The amended 1935 Constitution preserved the provision of optional religious instruction in state-owned schools. Only pupils with parental consent to attend the religious education classes should be present during the catechism classes.

The step to eliminating the optional thirty-minute religious instruction in public schools was known with the leakage of the minutes of the annual meeting of the Philippine Masons. The official Catholic organ, *The Sentinel*, published a photostat copy of page 40 of the minutes of the January 1949 meeting that identified three top education officials who were Masons and were in charge of a special committee to eliminate religious instruction in public schools. The three Masons who sat as members of this special committee were identified as the Secretary of Education Cecilio Putong, Director of Public Schools Benito Pangilinan, and Assistant Director of Public Schools Venancio Trinidad ("Sentinel Exposes Education Bosses," 1953, p. 3). *The Sentinel*'s exposé coincided when the Church Hierarchy was occupied with the First Plenary Council of the Philippines, and the Archdiocese of Manila was *sede vacante*, 24 January 1953.

Archbishop Santos was then Apostolic Administrator of the Archdiocese of Manila, the elected President of the Catholic Welfare Organization, and the Secretary-General of the First Plenary Council of the Philippines. He used the powers of these offices to lead the response to the challenge of the Masons' plan to eliminate religious instruction. First, Santos penned a joint pastoral letter addressed to the units of the Catholic Action of the Philippines congratulating the efforts of the lay organizations "in defense of the Constitutional rights of our citizens concerning optional religious instruction in public schools" (Santos, 1953a, p. 3). He assured the Catholic Action members of the Church Hierarchy's full support in their "sane and constructive efforts" (Santos, 1953a, p. 3) to uphold the rights of the parents of students who wish to avail of the optional religious instruction as provided by the amended 1935 Constitution, Article XIV, Section 5 (Official Gazette, n.d.).

Assured by the bishops' support, Catholic Action organizations wrote to President Elpidio Quirino (1948-1953) to ensure the right of parents who opted for religious instruction to their children. The letter requested an inquiry on the veracity of the said Masonic Committee for the Elimination of Religious Instruction. Malacañan received this letter but did not respond to it (Catholic Welfare Organization, 1953).

With the silent treatment from the Executive Department, Apostolic Administrator Rufino Santos then empowered the Catholic Welfare Organization Chairman of the Episcopal Commission on Education and Religious Instruction, Bishop Mariano Madriaga, D.D. of Lingayen, to write a letter to President Quirino protesting the proposed promotion of Benito Pangilinan as Undersecretary of the Department of Education (Catholic Welfare Organization, 1953, p. 157-158). For the Catholic Church, eliminating a constitutionally-given right for them and other religious groups to teach

religious education in public schools meant that the government was not upholding the highest law of the land.

Quirino later pushed for Pangilinan's appointment as Undersecretary, a post that had been vacant for over a year ("Bishops Urge Action on Putong Controversy," 1953).

Unfazed by the disregard of the executive department, the National Catholic Action of the Philippines staged a rally at Luneta, later marched to Congress, and voiced out the Catholics' dissension on appointing a Mason who had deliberate means to undermine the constitutional provision for optional religious instruction. Students, members of the religious organization, and representatives from the provinces attended the rally led by Atty. Francisco Rodrigo, President of the National Catholic Action of the Philippines, Atty. Raul Manglapus, President of the Archdiocesan Committee of Catholic Action, and Mrs. Felicidad Silva of the women's representative to Catholic Action ("Mass Rally to Protest Pangilinan Appointment," 1953).

Victory for the Catholics came two years later when the Department of Education Secretary Gregorio Hernandez, Jr. issued Department Order no. 5, series 1955. Section 3 of the Department Order prescribed 30-minute staggered sessions, thrice a week before or after the official school schedule (Fifth Congress of the Republic, 1963, p. 418). Archbishop Santos (1955b) expressed his "heartfelt gratitude" for the decision of the government authorities who were "mindful of our people's welfare" (p. 420-421).

This incident showed Santos's adept handling of the situation that he positively responded to the challenge of providing catechetical instruction to students in public schools. This instance showed Rufino Santos as Apostolic Administrator, effectively wielding the power of the Catholic majority to defend Catholic ideals using democratic and peaceful means.

Archbishop Santos also wielded the power of the Catholic majority during the 1953 national elections that saw incumbent President Elipidio Quirino of the Liberal Party running against the Nacionalista standard-bearer Defense Secretary Ramon Magsaysay. A month before the November elections, he issued a call for the religious to vote ("Msgr Santos Urges Religious to Vote," 1953). He later reiterated this call to all of the faithful of the Archdiocese in a circular dated 15 October 1953. Archbishop Santos equated the individual vote as one that will "help mold the future of our country, either for better or for worse" ("Votes Mould Future of PI, Msgr Santos," 1953, p. 1). For the Archbishop, the duty of the human person during elections was to vote for leaders who would bring peace and freedom under Divine Providence. The power to vote showed the love of country rooted in the love of God and the Church ("Votes Mould Future of PI, Msgr Santos," 1953).

On the eve of the national elections, Archbishop Santos redefined the position of the Church on politics in a nationwide radio broadcast. As the Archbishop of the Metropolitan See of Manila and President of the Catholic Welfare Organization, Santos asserted that the Catholic Church treated politics "purely from the standpoint of morals and religion." ("Church's Position on Politics Defined by His Excellency, Msgr Santos," 1953, p. 2). The Church does this for the benefit of true religion: to ensure a just, equitable society with a strong family, a sense of civic responsibility, and obedience to authority. Archbishop Santos said that the Church "makes known her moral views on a political matter, she is but exercising a God-given right, a right fully protected by the Constitution" ("Church's Position on Politics," 1953, p. 11).

Archbishop Santos reiterated this stand in 1959 when he issued a circular cautioning the clergy, parish religious organizations, and religious organizations in educational institutions on aiding public movements that advocated political causes, specifically, "Filipinos for Democracy or FIDE." The Archbishop did not object to the individual members of the faithful to join the movement in their capacity as private citizens. He objects and warns the faithful so they may not be used as tools to bolster any political movement (Santos, 1959b, p. 652).

Threading in uncharted waters

The redefined stand of the Church on politics made her, in the words of Archbishop Santos, "Church persecuted" (Santos, 1956a, p. 352-353). The Archbishop's words came at the heat of his disagreement with then-Senator Claro M. Recto on the proposed required reading of the *Noli Me Tangere* and *El Filibusterismo* and other works of José Rizal as prescribed by Senate Bill 438 series of 1956. Recto was the principal author of this Senate bill that was later enacted into Republic Act no. 1425 and popularly referred to as "Rizal Law."

The Church Hierarchy released a strongly worded statement that defended the right of the Church to oppose the new educational requirement. The Catholic Hierarchy of the Philippines asserted that the "novels contain teachings contrary to our faith and so, We are opposed to the proposed compulsory reading in their entirety of such books in any school in the Philippines where Catholic students may be affected" (Catholic Welfare Organization, 1956, p. 332). In place of the novels, the Church proposed preparing a Rizalian anthology that compiles all the social and political writings of Jose Rizal (Catholic Welfare Organization, 1956, p. 332-333).

Senator Recto's rebuttal was borne out of his silence prior to the Church's attack on Senate Bill no. 438 when he was branded by Catholic groups and candidates endorsed by the Catholic Church as anti-Christian and Communist. Recto dissected Archbishop Santos's open letter and argued that the "error in this statement is that it assumes that Rizal's teachings cannot be patriotic if they contain attacks against the Church. Which is untenable altogether" (Recto, 1990, p. 12). Recto pointed out how the Church made Senator Francisco Rodrigo as its spokesperson on the Senate floor, but when Rodrigo supported the amendments in the final version of the bill, the Church repudiated Senator Rodrigo when he "failed to live up to the Hierarchy's expectations, whatever they were" (Recto, 1990, p. 15). Recto also made it clear that the laws of the State were supreme over Canon Law, a fact the Archbishop received that as an attack to the Catholic Church, to the extent that Archbishop Santos adopted the catchphrase "*persecuted Christianity*" (Recto, 1990, p. 17).

Recto ended his letter cautioning Archbishop Santos on his statement that the Church did not slander the former in any way. The senator reminded the prelate how the Church used its media machinery—*The Sentinel* tabloid, the *Kwentong Kutsero* radio program, its holy hour nationwide radio broadcasts, and the numerous Catholic organizations—that vilified Recto's name during the senatorial campaign (Recto, 1990).

By the time Recto published his rebuttal, supporters of the Rizal Law had become vocal in their intent to prevent the display of clerical power in purely secular affairs. A new breed of anti-clericalism emerged, and the Catholic Welfare Organization rushed to put down the flames it created when it issued a pastoral letter anew, penned by Archbishop Rufino Santos on 5 May 1956.

The second pastoral statement on Rizal's novels reiterated the authority of the Bishop on upholding the Canon Law for Catholics that it was "a sin for any Catholic to read these novels in their entirety, or to keep, publish, sell, translate, or communicate the same to others in any form" (Santos, 1956b, p. 350). The Catholic Welfare Organization statement appealed for continued vigilance against those who attack the Church but was vague on its official stand on the novels, save for its title that indicates the pastoral stamp of approval: "OK'd."

The subtle recantation of its previous disapproval of the required reading of the novels showed that the Catholic Church, with the Metropolitan See of Manila as its lead, was not prepared on its redefined stance on politics. Archbishop Santos led the Church militant into warfare bearing the Church's colonial identity of meddling into purely secular matters in the guise of exercising a constitutionally-given right. This warfare adopted means contrary to Catholic teachings to achieve what the Church perceived as its divine duty: to assure the eternal salvation of souls. Recto pointed out this fact to Archbishop Santos, and no doubt, the senator stroke a chord to the Church Hierarchy's ego.

Archbishop Santos wielded the power of the Catholic majority to move the uncreative majority to act towards the response of the Church: eliminate the perceived threats to the Church's existence and its doctrine. He was successful in spurring the disequilibrium he wanted but was unprepared for the consequence of his intended action. The Archbishop of Manila was marred by the colonial identity of the Catholic Church—a defensive and intrusive Church—an identity that Santos sought to change but was limited by the ecclesiology of his time.

4.0. Conclusion

Archbishop Rufino Santos, as the creative personality, led the spiritual reconstruction of the Archdiocese in the first ten years of his stewardship with the vision of a Catholic Church in the Philippines that was more attuned to the social ills of its time, a vision he laid six years before Pope John XXIII (1959) called for an *"aggiornamento,"* an updating of the church teachings and the opening of the Second Vatican Council.

As the "creative personality" of the Archdiocese, Rufino Santos moved the laity, his creative minority, into creatively responding to the challenges encountered by the Catholic Church in the

Philippines. Santos produced a series of disequilibria that addressed the internal and external challenges of the Archdiocese of Manila. He was successful in inciting a response to Manila's Catholic laity, for they espoused the Archbishop's advocacies and followed his lead. They also spearheaded national Church events with the Church hierarchy assisting them as the ecclesiology of the period limited the governance and leadership of the Catholic Church to the ecclesiastical hierarchy only.

The Archbishopric of Manila, with its second native Archbishop, steered the Archdiocese into shepherding its laity towards its full spiritual maturity, making the faith timeless yet timely for its members. By the time Santos was elected into the College of Cardinals in 1960, he had brought the Archdiocese of Manila into the threshold of the Second Vatican Council.

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Economic and Social Implications and Challenges of Relocation of Street Vendors in a Highly Urbanized City

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ABSTRACT. On July 29, 2019, the Department of the Interior and Local Government (DILG) issued Memorandum Circular 2019-121 (DILG MC 2019-121), ordering the local chief executives to clear roads, sidewalks, and rights-of-way of obstructions. The descriptive-comparative research design was used to describe the economic and social implications of their relocation. A validated and reliability-tested survey questionnaire was used to gather data from 197 displaced vendors peddling in the downtown of a highly urbanized city. The findings of the study showed that the relocation of the displaced vendors did not change their economic conditions in terms of their average monthly sales, expenses, and income, but significantly differ when grouped and compared according to their age, educational attainment, family size, years of vending, and types of merchandise. Likewise, their social well-being did not change in terms of education and health and significantly differ when grouped and compared according to the aforementioned variables. Moreover, the major challenges faced by the relocated vendors were as follows: their means of livelihood is very difficult; not enough financial support is given during their relocation; limited space/trading site; and lack of access to the credit facility. The local government may utilize the study to implement a transit-oriented development of these vendors.

1.0. Introduction

Street vending is an informal sector activity that is a major source of employment and income for urban residents, especially in developing countries (Forkuor et al., 2017). Although it is considered an easy work, it is a universal phenomenon (Indira, 2014) that is described by Graaff and Ha (2015, p.2) as a "global and urban practice found in both the northern and the southern hemispheres."

The regulations and deregulations about the street vendors usually involve relocation, which occurs in the Philippines and other parts of the globe, including Asia. In Central Java Province, Indonesia, the increasing number of street vendors brought many complaints to the local government. Street vendors lack operational needs; hence, they may cause health risks, traffic problems, and illegal sidewalk occupations. However, they can raise issues against the government about the lack of holistic and sustainable government programs (Recio & Gomez, 2013).

The unregulated street vendors occupied the public space indiscriminately, resulting in difficulty in traffic flows, the degrading scenic quality of the city, and environmental pollution. However, in a study conducted, which resulted in the formulation and implementation of the Street Vendor Management Plan, vendors gained markets and increased their profits compared to what they could have made in previous locations. The relocation program generated new economic activities, parking operators, market operation, and management, among others (Gervasi, 2010).

Then on July 31, 2019, pursuant to DILG MC 2019-121, the City Mayor of a highly urbanized city subsequently issued Memorandum Circular No. 87 (MC No. 87), primarily directing all the local Punong Barangays and Barangay Officials to implement the order mandated in the said memo. Subsequently, another Memorandum Order No. 110 dated September 11, 2019 (MC No. 110) was issued emphasizing the consequences of a penalty covered in Sec. 60 (c) of the R.A. 7160. Thus, the immediate necessity to clear the sidewalks and public alleys of vendors and their consequential relocation are inevitable.

This study determined the social and economic implications and challenges of the relocation of sidewalk vendors engaged in different kinds of trade in compliance with the existing laws. The findings served as the basis for the formulation of the Proposed Comprehensive Relocation Program.

2.0. Framework of the Study

This study is anchored on the "Structuralist Perspective Theory," a concept of street entrepreneurship as a survival practice conducted out of economic necessity. It is being espoused in the modern era by scholars in the informal economy affecting poverty, such as Bhowmik (2003;

2005). By adopting this theory, the government may be better positioned to seriously recognize the alternative needs of the street vendors and provide them with improved conditions in their livelihood, as the grant of affordable capital and establishing alternative locations in a regulated environment.

Another theory, the Dixon - Critical Theory, critiques perceived objective realities and focuses on transformation and emancipation. Its main goal is to strive for perfection as a means for improvement (Dixon, 2017). This theory allows public acceptability of the street vending phenomenon. When vendors are provided with an environment to be in the "right place at the right time," the public may adapt to the fact that street vendors are key players in providing consumers' ordinary needs in a very informal manner.

Lastly, the "Soft State" theory is a precept introduced by Gunmar Myrdal (1974), a Nobel Prize economist and sociologist. He believed that when a state adopts a lenient attitude towards social deviance, then a state would certainly weaken its capacity to enforce the law. This theory necessarily calls for strong implementation in the regulation of street vendors for their relocation. Once street vendors move to their proper relocation site under conducive conditions, the state will no longer extend tolerance on their return to the streets and open areas illegally occupied by them without the pain of legal sanctions.

This study obtained baseline data regarding the role of the street vendors' demographic profile. The extent of the economic implications was determined based on the street vendors' sales, expenses, income. In contrast, social implications were measured in terms of their education and health. Likewise, the challenges encountered by vendors were explored, and the proposed Comprehensive Relocation Program was formulated based on the findings of the study.

3.0. Methods

The study used the quantitative research approach utilizing the descriptive-comparative design. The design was employed to assess the extent of economic implications of relocated street vendors in terms of their average monthly sales, expenses, and income as assessed by the vendors themselves, when taken as a whole and when grouped according to age, sex, educational attainment, family size, years of vending, and types of merchandise, as well as the extent of the social implications of relocation in the areas of education and health. Finally, this study investigated the challenges encountered by the vendors.

A researcher-made survey questionnaire was used to gather the data on the respondents' profile and the extent of economic and social implications of their relocation using a five-point Likert-type statement. Moreover, a checklist is provided for the respondents to identify the challenges and problems encountered in the relocation process.

Descriptive and comparative analyses utilizing the mean and standard deviation were employed to determine the extent of economic and social implications among street vendors when grouped according to the aforementioned variables. Likewise, frequency count and percentage were used to analyze the data on the challenges encountered by the vendors.

Meanwhile, an independent sample t-test was used to determine the significant difference in the extent of economic and social implications involving the variables age, sex, family size, and years of vending. Simultaneously, the One-way Analysis of Variance (ANOVA) and Tukey's post hoc test were employed on the variables educational attainment and types of merchandise sold.

4.0. Results and Discussion

Profile of the street vendors

Table 1 shows that the majority of the relocated vendors were more than 49 years of age (p = 51.8%), a good number of them were high school graduates (p = 49.2%), had at most five dependent family members (p = 65.5%), had been vendors for more than 27 years (p = 51.3%), and had been selling dry goods (p = 51.8%).

The findings indicate that peddling on the sidewalks has been their social and economic practice of livelihood. Peddling established by past studies has been considered the informal economy of society (Graaff & Ha, 2015; Forkuor et al., 2017; Taylor, 2017).

The age of 49 years old and their trading for the past 27 years may prove that vending along sidewalks has long been a social and economic phenomenon (Singh, 2017). Moreover, selling dry

goods is the easiest and does not require so much intelligence or exceptional skills. They do not get spoiled that may endanger the vendors' capital (Dhungel & Dhungel, 2011). Undeniably, this also suits the economic status of most of the vendors (Golosino, 2012).

Table 1. Profile of the street vendors

Variables		f	%
Age	Younger	95	48.2
	Older	102	51.8
Educational Attainment	Elementary	55	27.9
	High School	97	49.2
	College	43	21.8
	ALS/Voc	2	1.0
Family Size	Few	129	65.5
	Many	68	34.5
Years of Vending	Shorter	96	48.7
	Longer	101	51.3
Vendor's Type of Goods/Merchandise	Type A (Dry Goods)	102	51.8
	Type B (Groceries)	28	14.2
	Type C (Vegetables / Fruits)	49	24.9
	Type D (Food)	18	9.1
	Total	*197*	*100*

Furthermore, the informal manner of livelihood may be best explained because most of the vendors had only reached secondary education (Kolm & Larsen, 2016; Purnomo, 2017). Indonesian (Purnomo, 2017) and Bangladeshi (Khairuzzaman, Chowdhury, Zaman, Mamun, & Bari, 2014) street vendors have a low level of education.

Extent of economic implications of relocation of street vendors

Table 2 shows that the extent of economic implications among vendors regarding their average monthly sales was low (M = 1.81, SD = 1.049), indicating that relocation has a poor positive economic implication in terms of sales.

The low rating in terms of monthly sales shows that the relocation would have caused the loss of customers and affected their accessibility to the new relocation site. Taylor (2017) cited the case in Indonesia, where some of the relocated vendors complained of diminished income. On the other hand, Gervasi's (2010) study confirms how a government's relocation program can benefit street vendors due to the economic activities generated by such relocation program.

Likewise, the extent of economic implications among the relocated vendors regarding their average monthly expenses was low (M = 1.99, SD = 1.062). These low ratings mean that the relocation has a poor positive economic implication regarding the average monthly expense.

What would have contributed to the increase in the expenses is the cost of handling their inventories and the additional cost of transporting the goods of the vendors away from the main public route of public utilities. This experience is similar to that of the relocated vendors in Purwokerto, Java, Indonesia (Purnomo, 2017).

The expenses on electricity, water utilities, and rentals are not much of a concern since the daily rate of the lease is between P20.00 and P75.00 as prescribed by City Ordinance No. 286 (otherwise known as the Ordinance Establishing Vendors' Plaza and Jeepney Terminal at the Reclamation Area). However, Purnomo (2017) found increases in the expenses, including labor, transportation, raw materials, electricity, rent, hygiene, garbage, and community fees after the relocation.

Moreover, the economic implications among vendors regarding their average monthly income were low (M = 1.82, SD = 1.110). The low income is brought by about low monthly sales. If the sales

problems may be duly addressed, the matter of increased income to meet their family needs may also be readily addressed (Purnomo, 2017).

Nonetheless, the extent of economic implications among vendors when grouped by age was "low" (M = 2.03, SD = 1.193) for the younger vendors and "very low" (M = 1.72, SD = 0.961) for the older vendors. These findings mean that the relocation has poor economic implications for younger vendors and very poor economic implications for the older ones.

The younger vendors' "low" income compared to the older ones' "very low" earnings may be explained by the situation where the former return to the downtown area to peddle. In contrast, the old vendors prefer to remain in the Vendors' Plaza, perhaps due to physical constraints caused by health and age conditions. As such, peddling in the downtown area is a public nuisance that can result in punitive sanctions (Ghani, 2011; Panwar, 2015).

In contrast, in terms of their educational attainment, the economic implications were "low" for all groups except for the vocational and ALS graduates (M = 3.57, SD = 1.838). They gave a "high" rating. These data reveal that the relocation had poor economic implications to vendors with elementary, high school, and college-level vendors but had a high extent of economic implications to ALS/Vocational Graduates (Kolm & Larsen, 2016). Despite their condition, it could be gleaned that this group of vendors still manage to strive for advancement in education, demonstrating their resiliency (Khairuzzaman et al., 2014).

However, when grouped according to family size, economic implications were "low" for both groups, indicating a poor extent of economic implications. The group with few members (M = 1.82, SD = 1.038) had a lower rating than the group with many members (M = 1.98, SD = 1.137). These results imply that the vendors' negative economic condition is aggravated by the increased number of their family members. Depletion in income is directly proportional to the increase in the number of family dependents.

In terms of their number of years as vendors, those with shorter selling experience gave "low" ratings (M = 1.99, SD = 1.129), indicating the poor extent of economic implications, while the vendors with longer selling experience gave "very low" ratings (M = 1.76, SD = 1.009), indicating the very poor extent of economic implications. This shows that sidewalk peddling is a low-income generating business.

Finally, when grouped by the type of goods or merchandise, all group showed "low" extent of economic implications: Type A (M = 1.87, SD = 0.992), Type D (M = 2.45, SD = 1.415), and Type B (M = 2.50, SD = 1.009) except for the group selling Type C that gave a "very low" rating (M = 1.30, SD = 0.789). As Walsh (2010) and Kumari (2016) explained, the relocation site's proper facilities' provisions attract the consumers to have something to do with this factor of low earnings.

Table 2. Extent of economic implications of the relocation of the street vendors

Variable	Monthly Sales			Monthly Expenses			Monthly Income			Average		
	M	**SD**	**Int**	**M**	**SD**	**Int**	**M**	**SD**	**Int**	**M**	**SD**	**Int**
Age												
Younger	1.99	1.17	Lo	2.18	1.12	Lo	1.93	1.29	Lo	2.03	1.19	Lo
Older	1.63	0.89	VL	1.82	0.98	VL	1.71	1.01	VL	1.72	0.96	VL
Educational Attainment												
Elementary	1.82	1.11	Lo	2.02	1.02	Lo	1.87	1.19	Lo	1.90	1.11	Lo
High School	1.77	1.00	VL	1.97	1.09	Lo	1.74	1.04	VL	1.83	1.04	Lo
College	1.78	1.09	VL	1.95	1.03	Lo	1.84	1.09	Lo	1.86	1.07	Lo
ALS/Voc	3.9	1.56	Hi	3.20	1.98	Mo	3.60	1.98	Hi	3.57	1.84	Hi
Family Size												
Few	1.75	1.01	VL	1.96	1.06	Lo	1.74	1.04	VL	1.82	1.04	Lo
Many	1.91	1.12	Lo	2.06	1.07	Lo	1.96	1.22	Lo	1.98	1.14	Lo
Years of Vending												
Shorter	1.95	1.11	Lo	2.13	1.12	Lo	1.89	1.15	Lo	1.99	1.13	Lo
Longer	1.67	0.97	VL	1.86	0.99	Lo	1.75	1.07	VL	1.76	1.01	VL
Vendor's Type of Goods/Merchandise												
Type A	1.80	0.98	VL	2.08	1.02	Lo	1.73	0.98	VL	1.87	0.99	Lo
Type B	2.34	1.04	Lo	2.52	0.89	Lo	2.63	1.10	Lo	2.50	1.01	Lo
Type C	1.30	0.81	VL	1.28	0.69	VL	1.33	0.89	VL	1.30	0.80	VL
Type D	2.41	1.36	Lo	2.61	1.39	Lo	2.33	1.50	Lo	2.45	1.42	Lo
As a Whole	**1.81**	**1.05**	**Lo**	**1.99**	**1.06**	**Lo**	**1.82**	**1.11**	**Lo**	**1.87**	**1.07**	**Lo**

Note: VL=Very Low, Lo=Low, Mo=Moderate, Hi=High

Extent of social implications of relocation of the street vendors

Table 3 reveals that the extent of social implications among the relocated vendors concerning their education was low (M = 1.91, SD = 0.945). The result suggests that the relocation site has poor access to educational services.

The relocation site has no security and safety measures for the children, especially those in the schooling age (Kumari, 2016). Although the downtown area at which the vendors were originally situated appears to be considerably far from the public schools where most children of the vendors are enrolled, the new vendors' site cannot be comparably far from the same schools.

Likewise, the extent of social implications among vendors regarding their health was also low (M = 1.91, SD = 0.945). The low rating indicates that the relocation has poor access to health services (Khairuzzaman et al., 2014).

Specifically, the social implications among vendors when grouped according to age was "low" for both groups, with the older giving a slightly higher rating (M = 1.91, SD = 0.949) than the younger (M = 1.89, SD = 0.956).

Such low ratings mean a poor extent of social implications or poor access to education and health services. Both registered low benefits to health and education. These health and education aspects may seem secondary for them since these could be an added financial burden (Purnomo, 2017).

In terms of their educational attainment, results revealed a "low" extent for all groups, meaning poor access to the services, except for the Vocational and ALS graduates with "moderate" ratings (M = 3.30, SD = 0.990) or average access to the services.

Vendors with a vocational course and ALS graduates can easily adapt to a hard life. This positive attitude may encourage the government to set up plans to help them cope with their economic condition while uplifting their health and education status (Khairuzzaman et al., 2014).

In terms of the number of dependent family members, few family members registered "low" extent M = 1.95, SD = 0.981) while "very low" was registered by vendors with many family members (M = 1.80, SD = 0.904). These data reveal the poor access of the smaller family size to the social services and the very poor access among the bigger family size.

This implies that the more members the family has, the lesser their concern for education and health. Thus, they need to be re-examined not only on the part of the government but also on the vendors to encourage them to put equal importance to their state of health and education (Kolm & Larsen, 2016; Bernardino & Andrade, 2014).

When grouped according to the number of years as vendors, data revealed a "low" rating for vendors with 27 years of selling (M = 2.04, SD = 1.049) while vendors with more than 27 years of experience gave a "very low" rating (M = 1.77, SD = 0.841). These data suggest that the shorter group had poor access to social services. In contrast, the longer group had very poor access to such services. This downtrend vis-à-vis the longer period may show that the longer the vendors stay in their business, the higher is the possibility that their health and education may deteriorate (Bernardino & Andrade, 2014).

As to their types of goods, the extent of social implications shows "low" ratings for all types except for Type C, which received a "very low" rating (M = 1.41, SD = 0.796). The findings imply that health and education may improve should the earnings of these vendors also improve. There is a direct proportional measurement between earnings and health/education (Almendral, 2014).

Table 3. Extent of social implications of the relocation of the street vendors

Variable	Education			Health			Average		
	M	**SD**	**Int**	**M**	**SD**	**Int**	**M**	**SD**	**Int**
Age									
Younger	2.00	1.00	Lo	1.79	0.92	VL	1.89	0.96	Lo
Older	2.01	1.00	Lo	1.80	0.90	VL	1.91	0.95	Lo
Educational Attainment									
Elementary	1.96	0.93	Lo	1.98	0.90	Lo	1.97	0.91	Lo
High School	1.81	0.94	Lo	1.81	0.94	Lo	1.81	0.94	Lo
College	1.94	1.00	Lo	1.94	1.00	Lo	1.94	1.00	Lo
ALS/Voc	3.30	0.99	Mo	3.30	0.99	Mo	3.30	0.99	Mo
Family Size									
Few	1.95	0.98	Lo	1.95	0.98	Lo	1.95	0.98	Lo
Many	1.79	0.92	VL	1.80	0.89	VL	1.80	0.90	VL
Years of Vending									
Shorter	2.04	1.05	Lo	2.04	1.05	Lo	2.04	1.05	Lo
Longer	1.76	0.85	VL	1.77	0.83	VL	1.77	0.84	VL
Type of Goods/Merchandise									
Type A (Dry Goods)	1.94	0.88	Lo	1.95	0.86	Lo	1.94	0.87	Lo
Type B (Groceries)	2.52	1.02	Lo	2.52	1.02	Lo	2.52	1.02	Lo
Type C (Vegetables / Fruits)	1.41	0.80	VL	1.41	0.80	VL	1.41	0.80	VL
Type D (Food)	2.00	1.10	Lo	2.00	1.10	Lo	2.00	1.10	Lo
As a Whole	**1.91**	**0.95**	**Lo**	**1.99**	**1.06**	**Lo**	**1.95**	**1.00**	**Lo**

Note: VL=Very Low, Lo=Low, Mo=Moderate, Hi=High

Differences in the extent of economic implications

As shown in Table 4, there were significant differences in the vendors' average monthly sales [*t* (195) = 2.397, p = 0.017] and average monthly expenses [*t* (195) = 2.411, p = 0.017]. However, no significant difference was found in their average monthly income [*t* (195) = 1.438, p = 0.152].

Although their relocation has affected their sales and expenses, inherent Filipino values like resiliency and perseverance enable them to rise above their circumstances. According to Sekar (2010), the vendors' positive attitude provides considerable encouragement to the government to seriously improve their conditions.

When the vendors were grouped by family size, there were no significant differences in their vendors' average monthly sales [*t* (195) = -0.998, p = 0.319], average monthly expenses [*t* (195) = -0.645, p = 0.120], and average monthly income [*t* (195) = -1.330, p = 0.185].

Non-monetized factors in terms of family bonding indicated their capacity to provide for the needs of the family. Thus, income takes a significant difference, as previously discussed (Sekar, 2010).

In terms of the number of years as vendors, there were no significant differences in their average monthly sales [*t* (195) = 1.918, p = 0.057], average monthly expenses [*t* (195) = 1.802, p = 0.073], and average monthly income [*t* (195) = 0.917, p = 0.360].

This income factor exists whether they were vending in the downtown area or even while relocating at the Vendors' Plaza. Hence, the number of years spent vending is not a guarantee of improvement in their economic condition (Njaya, 2014).

Table 4. Difference in the extent of economic implications by age, family size, and years of vending

Variable	df	Monthly Sales			Monthly Expenses			Monthly Income		
		M	t	p	M	t	p	M	t	p
Age										
Younger	195	1.99 (1.17)	2.397*	0.017	2.18 (1.12)	2.411*	0.017	1.93 (1.20)	1.438	0.152
Older		1.63 (0.89)			1.82 (0.98)			1.71 (1.01)		
Family Size										
Few	195	1.75 (1.01)	0.998	0.319	1.96 (1.06)	0.645	0.120	1.74 (1.04)	1.330	0.185
Many		1.91 (1.12)			2.06 (1.07)			1.96 (1.22)		
Years of Vending										
Shorter	195	1.95 (1.11)	1.918	0.057	2.13 (1.12)	1.802	0.073	1.89 (1.15)	0.917	0.360
Longer		1.68 (0.97)			1.86 (0.99)			1.75 (1.07)		

Note: *The difference is significant at p<0.05.

As shown in Table 5, there were no significant differences in the vendors' average monthly expenses [*F* (3, 193) = 0.902, p = 0.441] and their average monthly income [*F* (3, 193) = 1.941, p = 0.124]. However, there was a significant difference in their average monthly sales [*F* (3, 193) = 2.792, p = 0.042]. Specifically, the group that created the difference were graduates of vocational courses and ALS graduates. Their paired *p*-values were all less than 5% compared with other educational attainment categories.

Again, vendors who have attained vocational schooling (VS) or the Alternative Learning System (ALS) appear more adaptable to hard-life. In this regard, the government may create programs that can further ignite the vendors' entrepreneurial initiatives (Khairuzzaman et al., 2014; Kolm & Larsen, 2016).

When the vendors were grouped by their types of merchandise, results showed that there were significant differences in their average monthly expenses [F (3, 193) = 9.335, p = 0.000], average monthly income [F (3, 193) = 14.153, p = 0.000], and average monthly sales [F (3, 193) = 11.029, p = 0.000].

In terms of average monthly sales, the group that created the difference was the vendors selling Type C goods/merchandise. In terms of monthly expenses, the vendors selling vegetables/fruits are susceptible to very low sales and, consequentially, very low income. The expense may also be very low. This may be proportionate to the calculated decreased sales that the vendors would expect to generate.

Table 5. Difference in the extent of economic implications by educational attainment, and type of goods/merchandize

Variable	df	Monthly Sales			Monthly Expenses			Monthly Income		
		M	F	p	M	F	p	M	F	p
Educational Attainment										
Elementary		1.82			2.02			1.87		
		(1.11)			(1.02)			(1.19)		
H. School		1.77			1.97			1.74		
		(1.00)			(1.09)			(1.04)		
College	3, 193	1.78	2.792	0.042	1.95	0.902	0.441	1.84	1.941	0.124
		(1.09)			(1.03)			(1.09)		
ALS/Voc		3.90			3.20			3.60		
		(1.56)			(1.98)			(1.98)		
Type of Goods/Merchandise										
Type A		1.80			2.08b			1.73		
		(0.98)			(1.02)			(0.98)		
Type B		2.34			2.52			2.63c		
		(1.04)			(0.89)			(1.10)		
Type C	3, 193	1.30	9.335	0.000	1.28	14.153	0.000	1.33	11.029	0.000
		(0.81)			(0.69)			(0.89)		
Type D		2.41			2.61			2.33		
		(1.36)			(1.39)			(1.50)		

Note: *The difference is significant at p≤0.05.

Differences in the extent of social implications

As shown in Table 6, there were no significant differences in the vendors' education [t (195) = 1.611, p = 0.109] and the vendors' health [t (195) = 1.550, p = 0.123].

The vendors' conditions regarding their health and education did not change despite their relocation to the new site. As a characteristic of their livelihood, meeting daily needs puts primary importance over their health (Golosino, 2012; Bernardino & Andrade, 2014).

When grouped by their number of dependent family members, the extent of social implications showed no significant differences in their education [t (195) = 1.153, p = 0.250] and health [t (195) = 1.058, p = 0.291]. The vendors' concerns regarding their children's education are their security and safety and the distance of the schools to their vending area. These inadequacies are also present even while they were in the downtown area (Bernardino & Andrade, 2014; Walsh, 2010).

However, when the vendors were grouped by their number of years as vendors, there were significant differences on their education [*t* (195) = 2.205, p = 0.042] and health [*t* (195) = 1.993, p = 0.048].

This implies that the longer the vendors are in their stagnant conditions, their health and education further deteriorate; thus, no significant differences exist between their education and health.

Table 6. Difference in the extent of social implications by age, family size, and years of vending

Variable	df	Education			Health		
		M	t	p	M	t	p
Age							
Younger	195	2.01 (1.00)	1.611	0.109	2.01 (1.00)	1.550	0.123
Older		1.79 (0.92)			1.8 (0.90)		
Family Size							
Few	195	1.95 (0.98)	1.153	0.250	1.95 (0.98)	1.058	0.291
Many		1.79 (0.92)			1.8 (0.89)		
Years of Vending							
Shorter	195	2.04 (1.05)	2.205*	0.042	2.04 (1.05)	1.993*	0.048
Longer		1.76 (0.85)			1.77 (0.83)		

Note: *The difference is significant at p≤0.05.

Moreover, in terms of their educational attainment, the extent of social implications showed no significant differences in their education [*F* (3, 193) = 1.855, p = 0.139] and their health [*F* (3, 193) = 1.942, p = 0.124]. These results reflect that education and health did not significantly provide the vendors with the changes for improvement; thus, the vendors' status on health and education further deteriorates in the passing of years (Bernardino & Andrade, 2014; Walsh, 2010).

Conversely, when grouped by their types of merchandise, the findings revealed no significant differences in the vendors' education [*F* (3, 193) = 9.429, p = 0.000] and their health [*F* (3, 193) = 9.643, p = 0.000].

Table 7. Difference in the extent of social implications by educational attainment, and type of goods

Variable	df	Education			Health		
		M	F	p	M	F	p
Educational Attainment							
Elementary		1.96			1.98		
		(0.93)			(0.90)		
High School		1.81			1.81		
		(0.94)			(0.94)		
College	3, 193	1.94	1.855	0.139	1.94	1.942	0.124
		(1.00)			(1.00)		
ALS/Voc		3.30			3.30		
		(0.99)			(0.99)		
Vendor's Type of Goods/Merchandise							
Type A		1.94_{a}			1.95_{a}		
		(0.88)			(0.86)		
Type B		2.52_{b}			2.52_{b}		
		(1.02)			(1.02)		
Type C	3, 193	1.41_{c}	9.249*	0.000	1.41_{c}	9.643*	0.000
		(0.80)			(0.80)		
Type D		2.00_{abc}			2.00_{abc}		
		(1.10)			(1.10)		

Note: *The difference is significant at $p \leq 0.05$.

Challenges encountered by displaced vendors

As shown in Table 8, findings revealed four major challenges among the relocated vendors, ranked in the seriousness of their concerns, which are as follows: (1) *Their means of livelihood is very difficult* (p = 83.8%); (2) *There was not enough financial support given during their relocation* (p = 56.3%); (3) *They have limited space/trading site* (p = 52.8%); and (4) *There is the lack of access to credit facility* (p = 52.8%).

Previous studies with similar findings reinforce these results. The vendors consider vending to be a very difficult means of livelihood (Golosino, 2012); meager financial support during relocation (Recio & Gomez, Jr., 2013); limited selling space (Dunn, 2014) and the lack of access to the credit facility (Walsh, 2014).

Dislocation, followed by relocation, needs many adjustments to the vendors (Sujatha, 2016). They have to face some expenditures in their transfer, putting pressure on their financial resources (Panwar, 2015). The government cannot immediately provide these financial requirements of the vendors due to public bureaucracy, especially on the use of public funds (Kumari, 2016; Kasmad & Alwi, 2015).

In synthesis, the findings of the study revealed that even though vendors were relocated to the new site, such relocation has not made a difference in their lives. Likewise, they encountered worse conditions in terms of their health and education.

In this context, the study has shown that peddling in public places has been long tolerated and allowed to flourish in the city for decades until MC No. 2019-121 came into play, abruptly relocating the vendors without appropriate preparations. Although vending in public places is a nuisance and is a clear violation of the law, the government's willing tolerance for a long time has made the vendors

believe that the law is toothless or impotent, thereby giving the impression of weak governance. The challenge is about finding a balance between the government and the governed.

Table 8. Challenges encountered by displaced street vendors

Challenges	f	%	Rank
Means of livelihood is very difficult.	165	83.8	1
Not enough financial support is given during the relocation.	111	56.3	2
Many vendors have limited space/ trading sites.	104	52.8	3.5
Lack of access to the credit facility.	104	52.8	3.5
Problems with site allocation systems.	88	44.7	5
No enough supply of water.	82	41.6	6
Accessibility to various government facilities is very difficult.	69	35.0	7
The general transport vehicle is scarce.	50	25.4	8
The provision for electric power is not given.	49	24.9	10
Waste Disposal and Sanitation Facility are not provided in the relocation site.	49	24.9	10
Police visibility and other safety and security measures are not provided.	39	19.8	11
Organizational leadership in the area is not formed.	38	19.3	12
Harassment by the police and other relocation implementing agencies occurs.	36	18.3	13
The food market is not available or is far from the relocation site.	35	17.8	14
Access to churches is not provided and is far from the relocation site.	25	12.7	15

5.0. Conclusion

The vendors' economic and social conditions did not change despite their relocation to the Vendors' Plaza. The sudden implementation of DILG MC No. 2019-121 by the local government triggering the vendors' immediate relocation would have worsened their business situations. However, it becomes an opportunity for the government to identify and address these major difficulties experienced by the vendors.

Nevertheless, the study also revealed that despite the vendors' hardship in the relocation, they remain optimistic in their social and economic challenges.

This gives an opportune time for the government to take a panoramic view that vendors are not what they are perceived to be; rather, they can be potential engines of growth to uplift living conditions, a regular source of income and self-independence, providers of jobs, boosters of entrepreneurial activities, and relievers of poverty and unemployment.

It is recommended that market ordinances be reviewed for amendments. Modern laws like the Private-Public Partnership are used in developing the Vendors' Plaza and other structures, and that assistance is provided to the vendors to form one solid mother-organization as well as to establish their cooperative.

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Implementation of the Community Peace and Order and Public Safety Program in Negros Occidental, Philippines

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ABSTRACT. Peace is indivisible and global because it is the foundation of the survival of humanity. Ensuring peace and security of the people is vital in maintaining economic development, social order, and political stability. In the Philippines, the functionality of community peace and order and public safety (POPS) is strictly monitored by the government. This descriptive-comparative study assessed the extent of implementation of the POPS in terms of crime prevention and control, anti-illegal drugs, public safety, and enforcement of ordinances. It also investigated the differences in the implementation of the program when the communities are grouped according to variables. Further, it explored the challenges and suggestions of community leaders. Using a researcher-made survey questionnaire, data were gathered from respondents. Findings revealed a great extent of implementation, but there were significant differences when barangays were grouped into variables. The findings were utilized as bases for an enhanced POPS program.

1.0. Introduction

Maintaining international peace and security is one of the missions of the United Nations since it came into being in 1945. The fragile structure of inter-state relations, especially regional peace and stability, is crucial in the ASEAN (Severino, 2001).

Studies were conducted exploring the causes of peace and order problems in other countries. Hasam and Mushahid (2017) conducted a sociological study on drug addiction in Bangladesh; Gonis (2018) focused on trends of illicit drug use among the youth in Rwanda, while Wittens (2012) traced the escalation of drug-related violence in Mexico. In the Philippines, Dio, Apostol, and Madrazo (2019) investigated the implementation of project double barrel (PDB), the PNP's anti-illegal drugs campaign plan with a two-pronged approach, targeting high-value targets (HVT) and Project Tokhang, on the surrender of small-time drug dealers. So far, researches conducted did not reveal studies assessing peace and order and public safety programs in the villages of a first-class municipality, where 10 out of the 13 villages registered a low functionality and all 13 showed low functionality on anti-illegal drugs as assessed by the Department of Interior and Local Government (DILG) in 2018. This study aimed to contribute to the body of knowledge on implementing peace and order and public safety programs in villages.

This study determined the extent of implementation of the Peace and Order and Public Safety (POPS) program in the areas of crime prevention and control, anti-illegal drugs, public safety, and enforcement of ordinances. Differences in the extent of implementation were likewise examined when villages were grouped into variables. The findings of the study were utilized in the formulation of an Action Plan for an Enhanced POPS Program to improve the functionality of the program in the villages.

2.0. Framework of the Study

This paper theorized that the functionality of the implementation of the Peace and Order and Public Safety (POPS) program by the villages would lead to a peaceful, safe, and habitable community of satisfied residents. Developing and maintaining safe communities, be they rural or urban, populated, or least populated, with higher or lower-income, is central to the issue of good governance. Hence, the study was anchored on the Theory of Good Governance espoused by the World Bank (1992) on applying the principles of public participation, leadership, and efficiency, among others. These principles were instrumental in determining and understanding

activities implemented at the village level to make far-reaching interventions and mechanisms for policy-making and implementation by knowing the status of implementation and the challenges encountered by community leaders.

The study also adopted the Systems Theory of Ludwig von Bertalanffy. According to this theory, real systems are open to and interact with their environments and focus on the arrangements of and relations between the organizations and connect them into the whole. This theory is highly relevant to this study because the implementation of the POPS program is influenced by its external environment through the participation of the residents and organizations comprising the community, such as civil society organizations and the residents in general. It examined how law enforcement agencies interact with the community to execute their primary responsibility of keeping the peace and order.

3.0. Methods

The study used a quantitative research design using descriptive-comparative approaches. A descriptive research design was utilized to describe the extent of the implementation of the different areas of the Peace and Order and Public Safety (POPS) program. The comparative design was used to explain the differences and similarities in the extent of the implementation of the POPS program when the villages were grouped according to geographic location, income, and population (Esser & Vliegenthart, 2017). The respondents of the study were the 253 community leaders identified through stratified random sampling using the Raosoft online calculator.

To determine the extent of the implementation of the POPS program, a researcher-made survey instrument was utilized. This was based on DILG Memo Circular No. 2017-142 (Guidelines in the Formulation of a Simplified Peace and Order and Public Safety (BPOPS Plan), the Comprehensive Dangerous Drugs Act of 2002, and RA 10121 (Philippine Risk Reduction and Management Act of 2010). Since the questionnaire was researcher-made, it went through validity and reliability tests. The validity test was performed by five (5) experts in program implementation: the Local Government Operations Officers (LGOO) of other local government units using the Good and Scates' criteria. The validity result was 4.08, which means that the survey questions were very good and interpreted as valid. Reliability was conducted by pilot-testing the instrument to 30 community leaders who were not included in the actual study. Using Cronbach's Alpha coefficients, the reliability test yielded an index of 0.974, with an interpretation of reliable.

Descriptive analysis using mean and standard deviation was utilized to assess the extent of implementation of the POPS program. To identify the community leaders' challenges and suggestions, the frequency count and percentage were used. Comparative analysis was used to interpret data relating to the differences in implementing the POPS program when the villages were grouped according to the variables. The normality test revealed no normal distribution in the variables; thus, the use of the non-parametric tool, Mann Whitney U test, to determine the significant difference in the extent of implementation of the POPS program.

4.0. Results and Discussion

Extent of implementation of the peace and order and public safety (POPS) program

Tables 1A and 2B show the extent of implementation of the POPS program. As a whole, implementation is to a great extent (M=3.95; SD=0.74), which means that the conditions that promote peace and order and public safety are oftentimes implemented. This finding is similar to the study of Dekanoidze and Khelashvili-Kyiv (2018) on the use of participation by forging a partnership with the community.

Of the four components of the POPS, the highest (M=4.07; SD=0.760) interpreted great extent, was crime prevention and control because villages are actively employing strategies such as integrated patrol system, and village peacekeeping operations such as ronda, and barangay tanods, The findings demonstrate that policing is not just enforcing the law; it is part of social work in the community (Dekanoidze & Khelashvili-Kyiv, 2018; Huey et al., 2017). The implementation of the anti-illegal drugs program was rated the lowest, although it was interpreted as a great extent (M=3.86; SD=1.02) as a whole, while it was rated a moderate extent for high-income villages.

Table 1A. **Extent of implementation of the peace and order and public safety programs**

Variable	Implementation			Crime prevention and control			Anti-illegal drugs		
	M	SD	Int	M	SD	Int	M	SD	Int
Geographical location									
Urban	3.65	0.83	GE	3.93	0.72	GE	3.53	1.37	GE
Rural	4.01	0.71	GE	4.10	0.69	GE	3.92	0.93	GE
Income									
High	3.54	0.91	GE	3.82	0.80	GE	3.40	1.36	ME
Low	4.06	0.65	GE	4.15	0.65	GE	3.99	0.86	GE
Population									
Highly populated	3.67	0.84	GE	3.92	0.74	GE	3.55	1.19	GE
Less populated	4.10	0.64	GE	4.16	0.66	GE	4.02	0.88	GE
Total	*3.95*	*0.74*	*GE*	*4.07*	*0.70*	*GE*	*3.86*	*1.02*	*GE*

Note: ME=Moderate Extent, GE=Great Extent

Table 1B. **Extent of implementation of the peace and order and public safety programs**

Variable	Implementation			Public safety			Enforcement of ordinances		
	M	SD	Int	M	SD	Int	M	SD	Int
Geographical location									
Urban	3.65	0.83	GE	3.64	0.98	GE	3.57	0.90	GE
Rural	4.01	0.71	GE	4.11	0.76	GE	3.95	0.87	GE
Income									
High	3.54	0.91	GE	3.56	1.02	GE	3.47	1.00	GE
Low	4.06	0.65	GE	4.16	0.70	GE	4.01	0.82	GE
Population									
Highly populated	3.67	0.84	GE	3.70	0.91	GE	3.58	0.96	GE
Less populated	4.10	0.64	GE	4.21	0.70	GE	4.05	0.81	GE
Total	*3.95*	*0.74*	*GE*	*4.03*	*0.82*	*GE*	*3.89*	*0.89*	*GE*

Note: ME=Moderate Extent, GE=Great Extent

The finding of the moderate extent on the anti-illegal drugs program of the urban villages as revealed by community leaders who viewed the anti-illegal drugs campaign with cynicism considering that those who were caught and surrendered are the lowly and marginalized sectors belonging to informal workers and the jobless who are drug couriers and not high-value targets supporting the studies of Gonis (2018), Hasam and Mushahid (2017), Dio and Apostol (2019), and Madrazo (2019) that the use of illegal drugs has already become a social problem, especially for the urban areas where the environment is conducive to the operation of the illegal drugs. As acknowledged in the study of Wittens (2012), weak institutional capacity, corruption, availability of weapons, poverty, and geographical location, contributed to drug-related violence. The implementation of public safety and enforcement of ordinances were both rated great extent.

Difference in the extent of implementation of POPS

Table 2 presents the differences in the extent of the implementation of the POPS when villages were grouped according to geographical location.

Mann Whitney U test revealed significant differences in the extent of implementation of the POPS program [U=3062.50, p=0.003], in anti-illegal drugs [U=2937.50, p=0.001], public safety [U=3063.00, p=0.003], and enforcement of ordinances [U=3222.00, p=0.000] when villages were grouped according to geographical location. Findings of the study in the case of anti-illegal drugs registered a significant difference with ratings of rural villages slightly higher than urban villages. In small communities, everybody knows each other, and neighbors condemn those who use and engage in illegal drugs.

The finding reinforces the study of Wittens (2012) that geographical location contributed to drug-related violence that exists in a favorable environment such as urban areas. Gonis (2018) also states that the use of illicit drugs was possible because these are available in the area associated with urbanity. Public safety also registered a significant difference with rural villages rating higher than urban villages because concerns such as street lights, fire hazards, traffic, road clearing, and obstructions are not priorities in rural but are primary concerns of the urban villages. Meanwhile, enforcement of ordinances is not of concern for rural villages, as revealed in their slightly higher ratings than the urban villages. However, there were challenges raised by rural communities in all of these areas. The no significant difference in the area of crime prevention and control [U=3649.50, p=0.099] is attributed to the effectiveness of the criminal justice system and the dynamic nature of police-community relations practiced by law enforcement agencies in both urban and rural villages employing effective strategies. The results suggest that geographical location plays a significant role in implementing the POPS.

Table 2. Difference in the extent of implementation of POPS programs by geographical location

Variable	Geographical location		U	p
	Urban	Rural		
Implementation	3.65	4.01	3062.50	0.003
	(0.83)	(0.71)		
Crime Prevention and control	3.93	4.10	3640.50*	0.099
	(0.72)	(0.69)		
Anti-illegal drug abuse program	3.53	3.92	2937.50*	0.001
	(1.37)	(0.93)		
Public safety program	3.64	4.11	3063.00*	0.003
	(0.98)	(0.76)		
Enforcement of local ordinances	3.57	3.95	3222.00*	0.000
	(0.90)	(0.87)		

Note: *The difference is significant when $p \leq 0.05$.

When villages were grouped as to income, significant differences were revealed: in crime prevention and control [U=4110.50, p=0.004], anti-illegal drugs [U=3496.50, p=0.000], public safety [U=3539.00, p=0.000], and enforcement of ordinances [3767.00, p=0.000]. The findings indicate that the income of the villages is a factor affecting the perceptions of community leaders because the income of these communities translates to the income of the residents. As acknowledged in the study of Habiatan (2019), communities with high income have low to moderate concern on the crime prevention and control programs of the locality, while the middle to low-income communities is participative and aware of the presence of the program in the community. The findings of the study of Habiatan (2019) on the low rating provided by high-income communities compared to low-income communities to crime prevention and control programs are similar to the findings of this study.

In anti-illegal drugs, the study of Oliveira, Bastos-Filho, and Menezes (2017) validated the findings of this study where low-income communities gave higher ratings than high-income because it was found that high-income communities provided moderate extent of implementation while low-income communities rated great extent. The inequalities in resources, opportunities, power, the center of trade and commerce, and access to social status available in high-income communities lead to the commission of crimes such as the trade of illegal drugs. Likewise, public safety and enforcement of ordinances registered significant differences when communities were grouped as to income. This finding is aligned with the study of Ghani (2017) that the difference in implementation of the program of some high-income with the low-income communities is attributed to the perception of residents of social inequity, urbanization, and corruption in government.

Table 3. Difference in the extent of implementation of POPS programs by income

Variable	Income		U	P
	High	Low		
Implementation	3.54	4.06	3549.00*	0.000
	(0.91)	(0.65)		
Crime Prevention and control	3.82	4.15	4110.50*	0.004
	(0.80)	(0.65)		
Anti-illegal drug abuse program	3.40	3.99	3496.50*	0.000
	(1.36)	(0.86)		
Public safety program	3.56	4.16	3539.00*	0.000
	(1.02)	(0.70)		
Enforcement of local ordinances	3.47	4.01	3767.00*	0.000
	(1.00)	(0.82)		

Note: *The difference is significant when $p \leq 0.05$

When villages were grouped as to population, significant differences were revealed. In crime prevention and control [U=5894.50, p=0.014], anti-illegal drugs [U=5057.00 p=0.000], public safety [U=4684.50, p=0.000], and enforcement of ordinances [U=5124.00, p=0.000]. This finding of higher implementation of less populated villages than populated villages which registered a significant difference in crime prevention and control confirmed the study of Welsh and Farrington (2012) that criminal opportunity is abundant in highly populated areas and of Curiel, Delmar, and Bishop (2018) who discovered that small populations suffer a smaller number of crimes similar in this study.

In anti-illegal drugs, a significant difference was found in that there is a higher implementation of drug clearing operations in rural areas where the population is lesser. The findings of Agustin, Rovero, Paraon, Taguinod, and Turingan (2019) that the BADAC is functional in rural areas are also supported by the findings of this study. Further, the significant difference in the area of public safety strengthened the studies of Sackett (2016), and Asor, Catedrilla, and Estrada (2018) that where the population is high, opportunities are present for the commission of crimes on public safety such as traffic violations, obstructions on sidewalks because of street vendors, and violation of flood control programs. In this study, violations of public safety programs in communities that are highly populated are more prevalent than in less populated communities.

Table 4. Difference in the extent of implementation of POPS programs by population

Variable	Income		U	P
	Highly Populated	Less Populated		
Implementation	3.67	4.10	4957.50*	0.000
	(0.84)	(0.64)		
Crime prevention and control	3.92	4.16	5894.50*	0.014
	(0.74)	(0.66)		
Anti-illegal drug abuse program	3.55	4.02	5057.00*	0.000
	(1.19)	(0.88)		
Public safety program	3.70	4.21	4684.500*	0.000
	(0.91)	(0.70)		
Enforcement of local ordinances	3.58	4.05	5124.00*	0.000
	(0.96)	(0.81)		

Note: *The difference is significant when $p \leq 0.05$

Challenges encountered in the implementation of POPS when villages are grouped to location

By geographical location. The top challenge in crime prevention and control is poor access roads to geographically isolated areas. This finding suggests the presence of lawless elements in the hinterlands. The poor road network can cause major delays in police assistance and pose a security threat to responders. According to the United Nations Office on Drugs and Crime (UNODC, 2017), the isolation of rural communities and longer travel distances act as barriers to seeking and accessing services; hence, there is a growing problem in the rural setting. The study of Tollefsen and Buhaug (2015) showed that accessibility is related to life opportunities, such as delivering public goods and services and law and order. This result affirms Ghani's (2017) findings that the perception of social inequality is a cause of indifference of the residents complementing the number one challenge of inadequacy of ratio between the Police and Philippine Army assigned in the villages found in this study. However, rural villages still rated implementation of the POPS great extent slightly higher than the rating in urban villages because the recent programs and projects of the local government focus on rural villages such as the tourism development and the installation of the sub-station of the police in the rural communities.

In anti-illegal drugs, the top-rated challenge is residents are afraid to report information on illegal drugs for rural and 2nd for urban villages affirming study of Alagabia and Cawi (2019) that residents become indifferent to such programs. The lack of appropriate seminars to the BADAC for rural villages disputes the study of Agustin et al. (2019) that village officials are well aware of their duties and responsibilities in the anti-drug clearing operations. The absence of community-based rehabilitation program, was identified by both groups as the lowest-rated challenge, established the validity of the claim that residents are afraid to report or provide information because the villages cannot provide rehabilitation; instead, drug dependents are put in jail which is a stigma to the family.

On public safety, the challenges are lack of resources to implement the program, such as lack of rescue equipment for rural villages and lack of traffic enforcers for urban villages. Both groups identified illegal parking as one of the highest-rated challenges and lack of community volunteers as their lowest-rated challenge. Although this finding is the lowest in both classes of villages, it was revealed that regardless of geographical location, poverty prevails in the communities considering that volunteer work is not their priority.

The enforcement of local ordinances has also identified challenges: poor enforcement of ordinances and lack of awareness of the community were rated highest affirmed the study of Habiatan (2019) that peace and order council members in the villages have moderate participation in the maintenance of peace and order.

By barangay income. Low and high-income communities identified poor access roads to geographically isolated areas as the topmost and second challenge in crime prevention and control. This finding aligns with Gichaga (2016) that road safety is significant to residents. High-income communities believe that crime prevention and control is the primary responsibility of law enforcement agencies. This finding suggests that police units should involve the support of the community aligned with the studies of Dekanoidze and Kyiv (2018) and Huey, Kalyal, and Peladeau (2017).

In anti-illegal drugs, the top challenge is that residents are afraid to report information related to illegal drugs, which indicates that drug addiction has already become a social problem similar to the findings of Hasam and Mushahid (2017) that drug-related laws are not effectively implemented, thereby creating alienation with the residents. This finding is substantiated by the moderate extent rating provided by high-income communities on the implementation of the anti-illegal drugs campaign supported by the absence of a community-based rehabilitation program.

In public safety, both groups identified lack of resources as the number one challenge. Low-income villages identified a lack of rescue equipment. In contrast, high-income villages identified the lack of traffic enforcers as the number one challenge. This finding emphasized the influence of the economic vulnerability of communities to respond to safety, similar to the findings of Yonson, Noy, and Gaillard (2017) that socio-economic development and good local governance reduce vulnerability. Both high-income and low-income villages identified illegal parking as the second-highest challenge, which means that road safety is one economic growth component (Asor, Catedrilla, & Estrada, 2018).

In the enforcement of ordinances, both groups identified three (3) measures: local ordinances were not properly disseminated, lack of participation during the public hearing, and absence of enforcement teams as challenges which indicate that community leaders are unanimous that implementation, although found in this study as great extent, is moderately functioning as attested in the findings of Habiatan (2019).

By barangay population. Both highly and less populated communities identified poor access road to geographically isolated areas as their number one challenge in crime prevention and control. Though the LGU under study is a first-class municipality, many of its road networks leading "sitios" and haciendas are not fully developed.

In anti-illegal drugs, weak monitoring of illegal drugs in the community was the topmost challenge for a highly- populated communities. Simultaneously, residents are afraid to report information related to illegal drugs for less populated communities. In the area of public safety, the lack of traffic enforcers was the main challenge for highly populated communities. Illegal parking was also another challenge identified. These findings are aligned with the study of Downs (2004), wherein the population is considered a significant factor in traffic congestion.

The lack of rescue equipment was the major challenge identified by less populated communities. Villages have a limited budget; therefore, rescue equipment is prepositioned only at the village center or disaster operation centers. Based on the findings of Layug, Bolong, Lavado and Pantig (2009), most communities are failing expectations, mainly because of financial constraints.

In the enforcement of ordinances, lack of awareness of the community and lack of participation during the public hearing were the top most challenges of highly populated villages. In comparison, poor enforcement of ordinances was the major challenge of less populated communities. Although the result of the implementation of the POPS program is of great extent for both high and less populated communities, there are still challenges identified. It was found that even though Filipinos do not consider fighting criminality as the most urgent concern, peace and order is a top community concern that most Filipinos think local governments should focus on. The sociological study of Chamlin and Cochran (2004) was based on the theory that as population size increases, the frequency of social interactions increases, which revealed that population size significantly affects the number of crimes and that population size is the single predictor of the level of violence and property crime aligned with the findings of this study. The results indicate that the population contributes to the implementation of the Peace and Order and Public Safety (POPS) program.

The findings revealed that regardless of variables used to determine extent of implementation of the POPS program, both groups of communities identified "poor access road" as the topmost challenge which imply the lack of government intervention to accelerate delivery of services. This finding is validated by the lack of awareness of the community residents to programs and ordinances

supported by their indifference to participate and acknowledge government programs and projects. Above all, the results still affirmed the prevalence of poverty in the communities probably due to the insufficient revenues and income of the LGU which imply the absence of a focused local revenue generation program.

Suggestions of the community leaders for POPS implementation

In crime prevention and control, the topmost suggestion was the need for community participation through education and information other than the priority need for financial resources. Other suggestions are the active participation of BPOC and Village Council in training and IEC, which imply a need for the residents' participation. These suggestions revealed by the community leaders imply that the best approach to crime management is primarily a prevention strategy rather than waging war against criminal activities (Ghani, 2017).

On anti-illegal drugs, the provision of seminars to BADAC, empowerment of residents to report information, and intensification of monitoring on illegal drugs, which suggestions find support in the studies of Agustin et al. (2019), Mendoza, Yusingco, and Gamboa (2018), and Hechanova et al. (2018) that information dissemination is a component of the government's anti-illegal drug campaign.

For public safety, the top three suggestions are the establishment of emergency hotlines in remote areas, the installation of early warning signs, and the awareness of the community.

On enforcement of ordinances, top-rated suggestions are monitoring and evaluation, participation during the public hearing, and the creation of enforcement teams. These suggestions imply a need to create teamwork to monitor the implementation of local ordinances effectively.

5.0. Conclusion

Strong community participation and leadership make a difference in the implementation of the Peace and Order and Public Safety (POPS) program. Policies that reduce economic and social segregation increase communities' healthy development. Therefore, government agencies should be proactive in crime prevention. The Theory of Good Governance focused on the principles of participation, efficiency, and leadership was revealed as necessary for peace and order and public safety, thereby validating the framework of this study.

The challenges encountered by the barangays and the suggestions of community leaders indicate that when the government and stakeholders participated in the implementation of a program such as the POPS, problems are minimized if not totally eliminated. Thus, it is recommended that the government should initiate and implement sound economic policies that will create employment corridors and poverty eradication and improve law enforcement agencies. Likewise, it is also very important that the municipality should consider the priority needs of its component villages in the POPS Plan, considering their limitations both in human and financial resources. The theory of the paper that the implementation of the Peace and Order and Public Safety (POPS) program is an effective community-based crime prevention mechanism and lead to a peaceful, safe, and habitable community of satisfied residents is validated.

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Fiscal Implication of Agrarian Reform Program to the Real Property Tax Collection in Negros Occidental

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ABSTRACT. Property taxation is a component of land governance policies, processes, and institutions that relies on a land administration system, efficient property market, and secure legal rights. This study assessed the fiscal implication of the Comprehensive Agrarian Reform Program (CARP) in the real property tax (RPT) collection when municipalities are grouped by income classification, size of the area, and land classification. This descriptive-comparative and correlational research used secondary data and a checklist administered to 19 treasurers of a first-class province. Using descriptive and inferential analyses, the study yielded "very great" negative fiscal implications. No significant differences were found when municipalities were grouped as to income and size but a significant difference when areas were identified by classification. There is a significant relationship between the fiscal implication and the size of the area covered. The respondents encountered challenges. The study recommends revenue generation strategies, legislative support, and livelihood for agrarian beneficiaries.

1.0. Introduction

Property taxes are imposed in every country in the world as part of a balanced system of taxation (International Association of Assessing Officers, 2010). Differences in socio-political aspirations, perceptions and traditions, infrastructures, resources, history, needs, and culture all affect the type of property tax that will or will not work for the stakeholders (UN-HABITAT, 2011).

In the ASEAN region, countries lagged behind the global average in terms of tax revenues collected as a proportion of gross domestic product, which means that the ASEAN government must explore ways to leverage fiscal policy for sustainable growth. In the context of the Philippines, real property taxation is vested with the provincial, city, and municipal governments within the Metropolitan Manila Area (MMA). Outside the MMA, provinces collect the tax but delegate this function to local treasurers (Guevarra, 2004). The Local Government Code of 1991 enumerated the subjects of real property taxation as lands, buildings, machinery, and improvements; hence, agrarian reform beneficiaries as owners of lands, are liable to pay real property taxes on lands awarded to them through the CARP.

Studies were conducted on the taxation of agricultural lands. Agricultural taxation, tax structure, the taxable base, and tax rates for farmers were studied by Soliwoda and Tyszko (2015). Cvjetkovic, Veselinovic, and Nikolic (2015) discovered the privileged treatment of farmers on taxation, while McDonnell, Foukona, and Pollard (2011) explored the success of the government in land reform. Several authors such as Rajaraman (2005) and Cvjetkovic et al. (2015) agreed that agriculture is the sector that is very difficult to tax. In the Philippines, Villaroman (2017) studied the factors affecting collections of real property taxes. Cruz and Cruz (2018) assessed the revenue-raising capacity of LGUs. The only study found conducted in Negros Occidental focused on the CARP covered properties was that of Lorayna and Caelian (2020) but on the participation of civil society organizations on the implementation of CARP.

Of the studies reviewed, no study focused on the fiscal implications of the policies and mechanisms of CARP to the RPT collections of municipalities; thus, this study will determine the fiscal implications and the differences when municipalities are grouped by income, size of areas covered, and land classification to fill the gap in the literature and to contribute to the body of knowledge on property taxation. The findings of this study will be used as a basis in the formulation of strategies to address the fiscal implications of the agrarian reform program.

2.0. Framework of the Study

This paper theorizes that agrarian reform policies have negative fiscal implications for the collection of real property taxes of LGUs. The study is anchored on the theory of optimal taxation of

Ramsey (1927) and Mirrless (1971) that espoused distributive and distortionary effects of particular policies. This theory posits that it is subject to a set of constraints for a tax system to maximize a social welfare function. This theory is appropriate in this study as it will determine the impact of the policies and mechanisms in the agrarian reform program, whose objective is a social welfare function but is subject to the rules and regulations of local government taxation. The study will examine the distributive and distortionary effects of the CARP on collecting real property taxes, which is the lifeblood of local governments.

Further, the study is also anchored on the theory of distributive justice on taxation by Aristotle. According to this theory, taxes on private property are significant to the government as they fund social services. However, too much taxes imposed where the goals of efficiency and accountability take precedence over the values of the welfare state will create discontent, and people will refuse payment resulting in higher tax delinquencies. Therefore, to strike the right balance between efficiency and equality, the marginal tax rate must be tailored to taxpayers' ability to pay. This will be explored in this study in collecting real property taxes on properties covered by the CARP. The CARP distribution of lands to landless farmers aligned with the advocacy of Aristotle for equality where the inferior are not living under insufficiency. This theory seeks equitability that will be determined with bigger areas covered by CARP, translating to higher collectibles of real property taxes. The study will unravel how local governments enforced legislation of real property taxation to achieve equality through the strategies employed by local treasurers to collect taxes on agrarian covered properties. The framework will determine whether there is a relationship between the extent of fiscal implications of CARP policies with the size of the landholdings covered by the agrarian program, whether fiscal implications will depend on the size of the landholdings covered.

Finally, the study will attempt to integrate the benefits and the horizontal equity principles to the optimal theory that a person's tax liability should be related to the benefits that he receives from the government and that same groups of people should pay similar tax burdens. The findings of the study will be used as baseline information in the formulation of revenue generation strategies to address fiscal implications.

3.0. Methods

The study used a descriptive-comparative and correlational research design. A descriptive research design is utilized to describe the extent of fiscal implications of the agrarian reform program on collections of real property taxes. This is appropriate, considering the directions of the study, which aimed to describe a situation or a given state of affairs in terms of specified variables (Johnson & Kuby, 2012). The study also utilizes the comparative design to examine the differences of the fiscal implications when the municipalities are grouped by income, the size of the area covered, and land classification. It will use a correlational design to determine if a relationship exists between the fiscal implications with the size of the area covered by CARP. The respondents of the study are the total enumeration of the 19 municipalities represented by their municipal treasurers.

Secondary data will be used to determine the fiscal implications. In contrast, a checklist shall be used to determine the challenges and strategies employed by treasurers in collecting taxes. Fiscal implications will be measured using the collection efficiency formula adopted from the Department of Finance (DOF). A scale of interpretation provides a collection efficiency of below 85% as a "very great extent," which means that the fiscal implications of CARP policies are significantly substantial to RPT collections. The lowest rating in the scale is a collection efficiency of 100% and up interpreted as a very low extent of fiscal implications.

To answer the problem, which seeks to determine the extent of fiscal implications of CARP in the collections of real property taxes, the mean was used. Normality test using Kolmogorov-Smirnov showed that the variables fiscal implications and the size of the area covered are not normally distributed. Hence, nonparametric statistical tools were used for comparative and correlational analyses. Kruskal-Wallis was used to determine the significant differences in the extent of fiscal implications when municipalities were grouped by variables. Spearman rank correlation was used to determine the significant relationship between the fiscal implications of CARP with the size of the area covered. On the challenges encountered and strategies employed by treasurers, frequency, and percentage were used.

4.0. Results and Discussion

Extent of fiscal implications of CARP policies to RPT collections

Fiscal implications refer to the negative or positive influence of the agrarian reform policies on collecting real property taxes in the municipalities.

Table 1 presents the fiscal implications of the agrarian reform policies to the RPT collection of the municipalities as a whole as "very great" (M=4.68; SD=6.23), which means that the agrarian reform program has a significant negative substantial effect on the collections of real property taxes of the municipalities. This is revealed by the collection efficiency of below 85% of total tax collectibles. The highest collection efficiency for the period 2014-2018 was 12.90%, interpreted as a "very great" negative extent of fiscal implication. This means that 87.10% of taxes are not collected. It was further revealed that the total real property taxes that were not collected on covered agrarian properties was One Billion Eight Hundred Forty-Three Million Ninety-Six Thousand Two Hundred and Seventeen & 08/100 (Php1,843,096,217.08). This finding is supportive of the study of Cruz and Cruz (2018) that the collection efficiency of an LGU in the country is almost 20% of the total collectibles and that 80% of taxes are not collected.

Findings affirmed the study of Guevarra (2004) that the land reform program has made the collection of the tax more difficult in the Philippines. Likewise, the study of Ballesteros (2010) concluded that land reform had become a major burden on LGUs. Also, many problems were alleged to have been caused by unclear and inconsistent land policy, highly politicized land tax system, and inefficient agrarian reform program (Llanto & Ballesteros, 2003). Spoor (2012) substantiated these findings of very great negative fiscal implications on RPT collection, revealing that the growing inequality and widespread rural poverty were outcomes of agrarian transformation.

The lowest collection efficiency for 2014-2018 was 0.71% or less than 1% of real property taxes collectible from agrarian covered properties, which is a very significant negative fiscal implication. This finding strengthened the studies of Balisacan (2007), Sauer (2009), Borras et al. (2009), Spoor (2012), and De los Reyes (2016) that one of the greatest problems in LGUs is the collection of taxes on CARP. The issuance of collective certificates of land ownership awards (CLOA) is one of the major causes of no payment of real property taxes; hence, this mechanism has substantial negative fiscal implication on revenue of LGUs. Also, challenges faced by the program as articulated in the study of Drbohlav et al. (2017), such as opposition from landlords, criticism by civil society, cynicism by legislators, lack of financial and material resources, and general public apathy are contributing to difficulties in the program translating to non-payment of real property taxes by agrarian beneficiaries.

Income classification. When municipalities are grouped as to income classification, which refers to the assigned classification of LGUs used as a factor in the allocation of national and other financial grants such as Internal Revenue Allotment, the extent of negative fiscal implication is "very great" (M=4.12; SD=2.92) on first-class municipalities, (M=4.12; SD=2.98) on second class; (M=3.26; SD=2.16) on 3rd class; 4th class municipalities (M=2.49; SD=1.09) all interpreted "very great". Generally, findings revealed that higher classed municipalities exhibited a bit higher collection efficiency. However, it is still very low. Higher-classed municipalities provide higher budget appropriations for tax campaigns, more personnel, and updated property records consistent with the study of Slack and Bird (2015) that property taxation relies on adequate budget, secure and registered legal rights to land, and reliable property records. Plimmer and McCluskey (2016) found that an efficient and effective property tax administration comprises data on the real properties and individual taxpayers to be taxed and the use of technological resources. These findings of both groups of authors, Slack and Bird (2015) and Plimmer and McCluskey (2016), explained the very low collection efficiency of municipalities, which is contributory to a "very great" negative extent of fiscal implication to the collection of real property taxes. An examination of the records on collections in the Office of the Provincial Treasurer do not reconcile with the records of the Register of Deeds on transfers of ownership. The DAR revealed cancellations of CARP-issued titles, which corroborate the study of De los Reyes (2016), who discovered that 80.68% of issued titles were cancelled and reverted to the landowners, and 10.83% were cancelled in favor of another agrarian beneficiary. Hence, records of ownership are unreliable, a major difficulty for the collection of the property tax. De los Reyes (2016) found no clear guidelines on identifying beneficiaries of the CARP, similar to the findings of this study.

The mechanism adopted by the DAR in the implementation of the retention limit where landowners choose the areas they shall keep resulted in the abandonment of the lands or leasing lands to other persons resulting in the dispossession of land, no payment of amortization of the lands to Land Bank of the Philippines (LBP) and no payment of real property taxes which contributed to a very great negative fiscal implication on collections of real property taxes by LGUs as found in this study. Another mechanism adopted by the DAR is voluntary land transfers (VLT) that contributed to higher collection delinquency. Borras (2005) found that VLT used paper beneficiaries who are either family members, "dummies," tenants and farm workers, or people completely unaware of the transaction. This finding is affirmed when notice of assessment from the Assessor's Office remains unclaimed when sent to the office of the barangay council for distribution because they do not know the persons named on the notices and are not residents of the barangays. Hence, these properties remain delinquent for a number of years, and these cannot be sold at public auction because the requisite of receipt of the notice of sale cannot be undertaken. Further, the non-payment of taxes results from the perceptions of unfairness or inequity, like failure to link the tax paid to services received from the government (Plimmer & McCluskey, 2016).

Higher-classed municipalities can better provide good roads, communication facilities, and facilities and utilities to their constituents. This justifies why first-class municipalities revealed a little higher collection efficiency than lower classed municipalities articulating the benefit principle of taxation.

Size of covered areas. In terms of size of areas covered by CARP, which is the total number of hectares of lands issued with the notice of coverage by DAR classified as a bigger area which is more than 5,000 hectares while the smaller area is less than 5,000, as shown in Table 2, the results showed that for bigger and smaller areas, the implications are "very great" which means that the fiscal implications of CARP policies are significantly substantial to the RPT collections. Findings revealed that the highest percentage of agricultural land covered by the agrarian program was 87.96% in 2018; however, the collection efficiency was surprisingly only 2.92%. This is strongly supported by the studies of Borras (2005), Borras (2007), and Ballesteros et al. (2017) on the mechanism adopted by CARP on VLT and VOS, which usually faked distribution via paper sales and use of beneficiaries who are either family members, heirs that are non-tillers, or persons having no interest on farming. The average percentage of agricultural lands covered by the CARP in the province is 39.52% until the fiscal year 2018. It was uncovered that areas covered by CARP for the years 2014-2018 have not been increasing; instead, some have shown a decrease. The study acknowledged Ballesteros et al. (2017) that the regions with the highest percentage balance as to scope are Region V, the Negros Island Region (NIR), where the province is a part, and Autonomous Region of Muslim Mindanao (ARMM). Likewise, de los Reyes (2016) revealed that as of December 2016, which was the end of the completion of the land distribution component of the CARP, an area of 603.2060 hectares remained undistributed, where 1/3 of this balance as to scope comprising of farms above 50 hectares are located in Region VI and ARMM.

Land classification. When areas were grouped by classification as sugarland, riceland, and others, the extent of the fiscal implication of agrarian reform policies to the collection of real property taxes resulted to a "very great negative extent." The collection efficiency on all land classification covered by the agrarian reform program in all the municipalities of the province turned out below the standards of the BLGF, DOF. The findings imply that whatever is the land classification, the collection efficiency is very low, registering a very great negative fiscal implication of the agrarian policies to the RPT collection of municipalities. The findings find support in the studies of Borras (2005), de los Reyes (2016), Ballesteros et al. (2017), and Lanzona (2019) that there is still inequality in land ownership because the land is redistributed to former landowner elites because of the arrangement allowed by the DAR, one of the reasons why only 39.52% of agricultural lands in Negros Occidental was covered by the program in more than 20 years. Land distribution was slow for private agricultural lands, other than rice and corn lands under compulsory acquisition (Isaac, Carranza, & Aceron, 2017). Lands planted to sugarcane, coconut, and other tree crops are the most problematic (Balisacan, 2007). Agri-business venture arrangements are cooperatives, leaseback, growership, production-profit-sharing (PPS), and block farming believed to violate agrarian reform ideals (Tadem, 2015). These arrangements are beyond the reach of real property taxation. Cooperatives are exempt from

taxation. In other arrangements, property owners cannot be identified, beneficiaries do not possess their lands, and those who are managing the lands cannot be taxed because real property taxes are levied to property owners only.

Table 1. Extent of fiscal implication of agrarian reform policies to the RPT collection of the municipalities

Variable	M	SD	Interpretation
Income classification			
1st Class	4.12	2.92	Very Great
2nd Class	4.12	2.08	Very Great
3rd Class	3.26	2.14	Very Great
4th Class	2.49	1.09	Very Great
Size covered			
Smaller (below 5,000 hectares)	3.21	1.77	Very Great
Bigger (5,000 hectares and more)	3.94	2.77	Very Great
Land classification			
Sugarland	5.16	5.94	Very Great
Riceland	5.40	9.10	Very Great
Others	3.72	3.94	Very Great
As a Whole	*4.68*	*6.23*	*Very Great*

Difference in the extent of fiscal implications of the agrarian reform policies to RPT collections of the municipalities

Tables 2A and 2B present the difference in the extent of fiscal implications of the agrarian reform policies to RPT collections of municipalities.

Kruskal Wallis was used to determining the difference in the extent of fiscal implications of the CARP to RPT collections when municipalities were grouped according to income classification, size of the area covered, and land classification. There was no significant difference in the extent of the fiscal implication of the CARP when municipalities were grouped according to income classification [$x2(3) = 6.970$, $p=0.073$]. This finding means that the collection efficiency from agrarian covered properties below 85% is a very great negative fiscal implication on collections of taxes regardless of the income of the municipality. This is explained by the fact that the province is predominantly agricultural. The majority of the people are engaged in farming because there are too few alternatives outside of agriculture.

As to the size of the area covered by the CARP, no significant difference was found in the extent of the fiscal implication of the agrarian policies to the RPT collections of the municipalities. Findings revealed that whether the area covered is big or small, the fiscal implications are negatively very great. As emphasized in the study of Fjeldstad et al. (2017), property tax is a tax on wealth borne by middle and high-income earners. Agrarian beneficiaries are among the marginalized sectors of society, but the awarding and distribution of lands enable them to acquire wealth; hence, they are expected to contribute by paying taxes to the government. However, the contrary prevailed because their attitudes have not changed (Fjeldstad et al., 2017). Since the property tax is highly visible to taxpayers, and in principle, is linked to improved local services (Fjeldstad et al., 2017). Still, since lands covered by the agrarian program are located in rural areas, the government's services are far less convenient than in the urban areas negating the benefit principle of taxation.

However, when municipalities are grouped by land classification, a significant difference was found [$x2(2) = 9.761$, $p=0.008$] with land classifications identified "others" providing lower negative fiscal implications than sugar land and rice land. This is because "other land classifications" are

devoted to planting fruit trees, corn, and other crops, in possession of the registered owners and small areas only. These property owners realized income from the land classification "others"; hence, they can pay property taxes because they are in small amounts considering lower market valuation, which explains the significant difference.

Table 2A. Difference in the extent of fiscal implication of agrarian reform policies to the RPT collection of the municipalities

Income classification	M	χ^2	df	p
1st Class	4.12			
	(2.92)			
2nd Class	4.12			
	(2.08)	6.970	3	0.073
3rd Class	3.26			
	(2.14)			
4th Class	2.49			
	(1.09)			
Land classification				
Sugarland	5.16			
	(5.94)			
Riceland	5.40	9.761*	2	0.008
	(9.10)			
Others	3.72			
	(3.94)			

Note: The difference is significant when $p \leq 0.05$

Table 2B. Difference in the extent of fiscal implication of agrarian reform policies to the RPT collection of the municipalities

Size covered	M	U	p
Smaller	3.21		
	(1.77)	1014.500	0.410
Bigger	3.94		
	(2.77)		

Note: The difference is significant when $p \leq 0.05$

Relationship between the extent of fiscal implication of the agrarian policies to RPT collections of municipalities and the size of the area covered by CARP

Table 3 presents the relationship between fiscal implications of the agrarian reform policies to the RPT collections and the size of the area covered by CARP.

Spearman rank correlation was used to determine the relationship between the extent of the fiscal implication of the agrarian reform policies to RPT collections of municipalities and the size of the area covered. There is a significant relationship between the fiscal implications and the size of the area covered by the CARP [$\rho(93) = 0.239$, $p = 0.20$].

The significant inverse relationship implies that, as the area covered by CARP increases, collection efficiency decreases, which means that the fiscal implications become greater. The interpretation of this relationship is that the longer the CARP is implemented, the agrarian reform beneficiaries became adaptive to the mechanisms employed. They have adjusted to the policies of the CARP (Elvinia, 2011). The local government is too lenient to implement tax regulations (Cruz & Cruz, 2018). Sometimes, they resorted to condonation of interests and penalties instead of sale at public auction because requirements cannot be complied with by local treasurers associated with policies of the CARP. This is a regressive effect of fiscal policies also found in studies of Hesmati, Kim, and Park (2014), Joumard, Pisu, and Bloch (2012), the International Monetary Fund (2013), and OECD (2012).

Table 3. Relationship between fiscal implications of agrarian policies to the RPT collection of municipalities and size of area covered by CARP

Variable	ρ	df	p
Fiscal implication x size of area covered	0.239*	93	0.020

Note: *The correlation is significant when $p \leq 0.05$.

Challenges encountered by local treasurers

Challenges encountered by treasurers are presented in Table 4. There are challenges identified by 100% of respondents affirming agrarian studies: insufficient appropriations (Plimmer & McCluskey, 2016; Drbohlav et al., 2017), lack of personnel and property owners cannot be located (de la Cruz, 2015; Elvinia, 2011; Guevarra, 2004; Ballesteros et al., 2017) including insufficient facilities for use in the tax collection program, and lack of transportation to reach far and mountainous barangays. There are three challenges identified by category: poverty, weak enforcement of administrative remedies, and social acceptability, implying the deficiency of governance at all levels.

Challenges encountered directly resulting from policies and mechanisms adopted by the agrarian program: issuance of CLOAs, lack of sufficient information on property owners, legal cases over the property, properties subject of a lease, agrarian properties excluded from auction, poverty, inequitable valuation, names of beneficiaries are not authentic, conflict of ownership and lack of social acceptability of taxation of CARP covered properties. These challenges are an affirmation of the studies of Llanto and Ballesteros (2003), Ballesteros et al. (2017), Borras (2005), de los Reyes (2016), Elvinia (2011), LAMP-PMO (2003), de la Cruz (2015), Ballesteros (2010), Palic (2014), Tadem (2015), Limbo (2017), Lanzona (2019), and Goño (2019).

There are outcomes of agrarian policies resulting from the non-land transfer scheme revealed in the study of Elvinia (2011) and Ballesteros et al. (2017) that DAR does not maintain a database and does not provide LGUs of properties covered by stock distribution options on sugar farms similar with the findings of this study. The adoption by DAR of the agribusiness venture arrangements (AVAs) such as block farming and cooperatives to a very great extent negatively impact the RPT collections of municipalities. Another mechanism that weakens the collection efficiency of LGUs is the land valuation and owners' compensation (Adriano, 2013) because there is no standard valuation; hence, challenged by landowners before the courts and treasurers cannot collect taxes on properties subject of litigation.

Challenges	f	%
Income classification		
Insufficient appropriations for tax collection program	19	100
Lack of personnel	19	100
Inadequate technical knowhow	15	79
Poverty	15	79
Weak enforcement of remedies	11	58
Social in-acceptability of taxation of CARP	10	53
Voluminous administrative requisites	10	53
Inadequate professional competence of implementers	9	47
Ineffective monitoring	6	32
Political intervention	5	26
Limited use of information technology	5	26
Lack of appropriate strategies	5	26
Lack of public awareness	4	21
Corruption	3	16
Size covered		
Property owners cannot be located	19	100
Lack of transportation to mountainous barangays	19	100
Lack of personnel	19	100
Tax declarations on (CLOA)	17	89
Barangay officials do not cooperate	16	84
Insufficient information	16	84
Poverty	15	79
Weak enforcement of administrative remedies	11	58
Lack of social acceptability		
Conflict of ownership	7	37
School officials do not cooperate	6	32
Inequitable valuation	5	26
Names of beneficiaries are not authentic	4	21
Land classification		
Excluded from the auction	17	89
Legal cases filed	16	84
Poverty	15	79
Properties subject of the lease	14	74
Weak enforcement of administrative remedies	11	74
Lack of social acceptability	10	53
Multiple taxations	7	37

The identification of poverty as one of the challenges encountered by local treasurers in the collection of taxes is supported by studies of Spoor (2012), Borras et al. (2009), Balisacan (2007), and Ballesteros (2010), which redound to very great negative implication to the collection of the LGUs.

Generally, the challenges faced by local treasurers are both administrative and technical in nature arising from the implementation of the policies and mechanisms of the agrarian program which cannot be resolved at the local level alone. To overcome these challenges on collections of real property taxes by LGUs, and for the agrarian program to succeed, there is a need for collaborative efforts or the whole-of-governance approach where the government agencies (national and local), civil society organizations, lawmakers, and the citizens should participate. Hence, the optimal theory of taxation shall include the benefits and equitability principles espoused by the researcher as supported by robust evidence found in this study.

5.0. Conclusion

Many of the policies of the CARP have negative fiscal implications for local governments, supporting the theory of this study. Its impact is to a "very great" extent as far as collections of

real property taxes. This implies that the LGUs are at the losing end, considering that problems arising from agrarian conflict are brought before the local governments for resolution, and services are expected to be delivered by the LGUs to agrarian reform beneficiaries. Therefore, the theory of optimal taxation focus on distributive justice is valid. The inclusion of the benefit and equitability principles will add to new knowledge on property taxation.

The identification of poverty as one of the challenges encountered by local treasurers revealed the failure of the approach adopted by the agrarian reform program. The billions of pesos lost to the CARP in terms of real property taxes deserve the lawmakers' attention at all levels of governance. These funds should have been used to provide a livelihood, infrastructure, and social services such as health and education.

The desire of this study to narrow the fiscal implications through the enhanced revenue generation strategies proposed for adoption using a basis the findings of this study.

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Ethical Climate, Job Satisfaction and Organizational Commitment of Hotel Employees

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ABSTRACT. Ethical climate in the workplace has a relationship with job satisfaction and organizational commitment; thus, influencing organizational productivity. This descriptive-correlational study confirmed the relationship between ethical climate, job satisfaction, and hotel employees' organizational commitment. Using stratified random sampling proportionate allocation, 152 employees from two hotels with the same owner and management were identified as respondents. An adapted-modified survey questionnaire was used to collect the data. Mean, standard deviation, and Pearson r were used to analyze the data. The employees in the standard class hotels perceived an ethical work environment. They were slightly satisfied and committed to their job. Their perceived ethical climate showed a significant relationship with job satisfaction and organizational commitment. The management may explore various ways to improve the ethical climate, job satisfaction, and organizational commitment of employees to attain higher productivity.

1.0. Introduction

Supervisors and coworkers are among the influential fundamental factors in employees' social behavior (Chiaburu & Harrison, 2008; Stanley, 2016) where they look at others in their organization to determine appropriate, acceptable, and ethical behavior (Cremer, Mayer, & Schminke, 2010; Potocan, Mulej, & Nedelko, 2013) especially when uncertainty is high (Mayer, Nurmohamed, Treviño, Shapiro, & Schminke, 2013).

Ethical climate leads to a working environment that improves moral values (Uen, Wu, & Tsai, 2011) and gives a definite direction for decision making in ethical circumstances enabling individuals to enjoy their works (Nafei, 2015). Undesirable climates, reflecting a productive environment connected with egoism, were related to staff turnover, absenteeism, stealing, lying, falsifying reports, and accepting gifts (Armstrong & Francis, 2008; Nafei, 2015), whereas the opposite characterizes a more ethical organizational climate (Peterson, 2002).

A significant positive relationship exists, linking ethical climate and organizational commitment (Bernaldez & Gempes, 2016; Ma'amor, Ann, Munir, & Hashim, 2013; Putra, Dharmanegara, & Yas, 2019). Asian business community looked at higher levels of organizational commitment associated with employee's perception of their organization's ethical climate as caring and principle-based (Ismail, 2015).

Ethical climate influences job satisfaction (Anaza, Rutherford, Rollins, & Nickell, 2015; Jaramillo, Mulki, & Solomon, 2006; Nafie, 2015; Pettijohn, Pettijohn, & Taylor, 2008; Putra et al., 2019) and organizational commitment (Armstrong & Francis, 2008; Nafie, 2015). A significant positive association between moral climate and job satisfaction may propel an ethical climate required to create the positive side of employees' attitudes, which can drive greater job satisfaction (Emmanuel & Oge, 2016).

Commitment relates to ethical work climate (Mayer, Nurmohamed, Treviño, Shapiro & Schminke, 2013; Putra et al., 2019). A favorable ethical climate exists in an organization when employees believe that ethical norms guide decision-making (Cullen, Parboteeah, & Victor, 2003;Rubel et al., 2017). As an organization's ethical climate advances, personnel develops a sense of commitment (Rabiul, Kee, Quah, Rimi, 2017).

This study determined the relationship between employees' hotel ethical climate, job satisfaction, and organizational commitment. Specifically, the study sought to determine the ethical climate, job satisfaction, and organizational commitment of the selected standard class hotels as perceived by their employees when grouped according to age, sex, length of service, and when taken collectively. Furthermore, the study intended to determine if ethical climate significantly relates to job satisfaction and organizational commitment of employees of two standard class hotels with the same owner and management. This study may help address the limited studies on the connection between ethical climate, job satisfaction, and organizational commitment in the Philippine setting, particularly in the

hospitality industry. Moreover, this study may contribute to the hotel industry by providing valuable information regarding ethical business practices that can propel satisfied and committed employees.

2.0. Framework of the Study

The researchers referred to the social exchange theory, one of the most influential conceptual paradigms in management (Cropanzano, Anthony, Daniels, & Hall, 2017), specifically in understanding workplace behavior (Chou, 2016; Cropanzano & Mitchell, 2005). The theory suggests that when a person provides another person a reward, resource, or another commodity, there is an expectation of anticipated return from another party (Bernerth & Walker, 2009). Moreover, it provides conceptual underpinnings for understanding employees' workplace attitudes and can explain the employee's positive outcomes (Chiu & Ng, 2013).

The concepts on ethical climate, organizational commitment, and job satisfaction were explained in this study based on the social exchange theory and a combination of related concepts, thus, credible results for the study. When the employees are provided with policies and guidelines to follow (based on ethical climate), there is an expectation of anticipated behavioral response (job satisfaction and organizational commitment).

The ethical climate is a kind of work climate reflecting the organizational procedures, policies, and practices with moral consequences that constitutes the right behavior (Martin & Cullen, 2006). Initially, in 1987, Victor and Cullen described the ethical climate as 'the shared perception of what is right behavior, and how ethical situations should be handled' as presented by Yener, Yaldıran, and Ergun (2012), who measured ethical climate in three dimensions, namely, social responsibility, rules, and professional codes and personal morality. Organizations play an essential role in forming employees' ethical behavior (Newman, Round, Bhattacharya, & Roy, 2017).

Older employees possess higher ethical values than younger workers (Aprilliani, Anggaraini, & Anwar, 2014; Cheteni, & Shindika, 2017; Verschoor, 2013). Mature employees tend to be more cooperative in complying with statutory and regulatory requirements and are more likely to stick by hotel rules and regulations since the ethical climate partly represents policies and procedures (Arulrajah, 2015).

When employees perceive their organization is ethical, they are more likely to stay (Karatepe, 2013; Trevino, Butterfield, & McCabe, 1998). In other words, employees with favorable perceptions of the firm's ethical climate are committed to their jobs (Karatepe, 2013).

The slightly ethical 'personal morality' among the employees of the hotel may trigger them to revert to unethical conduct, especially in times of crisis; however, to avoid this, the hotel management may have a code of ethics, as this plays a vital role in building an ethical culture (Graham, 2014). Thus, the hotel management needs to raise ethical awareness and sensitivity among its employees (Arulrajah, 2015).

Job satisfaction is the employees' pleasant emotional attitude (Putra et al., 2019), which results from his comparison of definite outcomes with desired, anticipated, or deserved in a particular job (Kim & Miller, 2008; Oshagbemi, 1999) Job satisfaction can be viewed as an important empirical result of ethical work (Putra et al., 2019).

Age influence job satisfaction, and generally, older employees tend to experience higher levels of job satisfaction (Concialdi, 2014; Eleswed & Mohammed, 2013; Hancer & George, 2003), which may be due to the perks that come with maintaining a long career, including higher salaries, better benefits, and progress in the workplace (Iroegbu, 2015). Length of services or tenure is also a critical determinant of job satisfaction (Francis, 2015). Hotels are part of the service industry, and employees mainly provide most of their services (Hwang & Seo, 2016). When hotel employees are satisfied with their jobs, they tend to deliver high-quality service to patrons (Hwang & Seo, 2016; Kim, Ro, Hutchinson, & Kwun, 2014; Kong, Cheung, & Qiu Zhang, 2010).

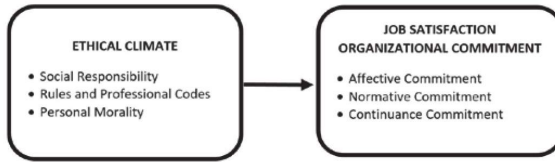
The degree of an employee's identification with and involvement in his organization is a clear definition of organizational commitment coined by Mowday, Steers, and Porter in 1979 as presented by Al-Jabri and Ghazzawi (2019). Also, organizational commitment is a belief by an individual to work with his organization and labor effortlessly to survive (Azeez, Jayeoba, & Adeoye, 2016; Kumar, Ramendran, & Yacob, 2012).

Organizational commitment refers to an individual's desire to remain focused and attached to their work (Abdullah, 2011). It is measured through three scales: affective, normative, and continuance commitment (Meyer, Allen, & Smith, 1993). Each of the three forms of commitment

is equally important and useful. Affective commitment is an employee's attachment with his organization and its goals (O'Reilly & Chatman, 1986). Continuance commitment is associated with an employee's organizational commitment because of the work-relationships and other benefits (Abdullah, 2011). In contrast, normative commitment reflects commitment based on its perceived obligation (Jaros, 2007).

According to Mathieu and Zajac (1990), older employees will have fewer job opportunities, leading to a higher commitment to their current jobs (Chiew, Foo, Ho, Hu, & Tan, 2014). With longer stays, employees realize that moving away may cost them more than staying (Parasuraman & Nachman, 1987). Women had higher organizational commitment levels and continuance commitment than men suggesting differences in perceived organizational commitment dimensions (Clayton, Petzall, Lynch, & Margret, 2007; Jonathan, 2013).

From various perspectives described above, the researchers' proposition is that job satisfaction and organizational commitment result from ethical climate and can be described using the following diagram:



3.0. Methods

The researchers used descriptive-correlational design. It is the most appropriate design to use for studies that aim to find out conditions, perceptions, beliefs, processes, effects, and developing trends, such as in this study (Punch, 2013).

From the total number of rank and file employees (251), Cochran's formula was used to determine the sample size of 152 respondents identified using stratified random sampling-proportionate allocation.

Data were collected using a consolidated survey questionnaire adapted from Cullen, Victor, & Bronson (1993) for the ethical climate (18 items), Yeh (1999) for job satisfaction (13 items), and Allen and Meyer (1990) for organizational commitment (18 items). The items for ethical climate and job satisfaction were slightly modified. Responses to the items were based on the following guide:

Scale	Verbal Description/Interpretation		
	Ethical Climate	**Job Satisfaction**	**Organizational Commitment**
7	Extremely Ethical	Extremely Satisfied	Strongly Agree/Extremely committed
6	Ethical	Satisfied	Agree/Committed
5	Slightly Ethical	Slightly Satisfied	Slightly Agree/Slightly Committed
4	Undecided	Undecided	Undecided
3	Slightly Unethical	Slightly Unsatisfied	Slightly disagree/Slightly Not Committed
2	Unethical	Unsatisfied	Disagree/Not committed
1	Very unethical	Very unsatisfied	Strongly disagree/Extremely not committed

The instrument was subjected to validity using content validity ratio (CVI=0.953) (Ayre & Scally, 2014) and reliability using Cronbach's alpha (α = 0.987 for ethical climate; α = 0.944 for job; α = 0.821).

For the ethical considerations, the researchers requested the respondents sign the informed consent form, which served as proof of their willingness to participate. The purpose of the study, the respondents' rights, benefits, risks, and confidentiality of information were all stipulated in the informed consent form.

After validating the accuracy and completeness of the data collected, these were analyzed using the mean, standard deviation, and Pearson r.

4.0. Results and Discussion

Ethical Climate. The older employees have a more cohesive response, which reveals an ethical climate. However, their younger counterparts had a more diverse response and perceived a slightly ethical climate in the hotels. This calls for the hotel management to identify key gaps resulting from such differences and use these as bases in designing programs and training, crafting policies and procedures to strengthen their ethical practices. Changing the behavior of younger employees through ethical culture and climate may significantly affect the hotel's performance and reputation.

Similarly, the studies of Cheteni and Shindika (2017), Aprilliani et al. (2014), and Verschoor (2013) found out that older employees possess higher ethical values compared to younger workers. Mature employees tend to be more cooperative in complying with statutory and regulatory requirements and are more likely to stick by hotel rules and regulations since these parts represent the hotel's ethical climate (Arulrajah, 2015).

However, it is interesting to note that Westermann-Behaylo (2010) found out that the ethical climate assessment is fairly stable as there is no variation across employees' age.

Table 1.1. Ethical climate of the hotel employees when grouped according to age

Factors	Younger (n= 85)			Older (n=67)		
	$\bar{x}$	SD	Int	$\bar{x}$	SD	Int
Social Responsibility	5.15	1.43	SE	5.59	0.94	E
Rules and Professional Codes	5.10	1.63	SE	5.56	1.03	E
Personal Morality	5.01	1.65	SE	5.54	1.06	E
Over-all Ethical Climate	5.08	1.50	SE	5.56	1.00	E

Note: Int=Interpretation, SE=Slightly Ethical, E=Ethical

Across all three factors, female employees have a better perception of the hotel's overall ethical climate. Considering this, the hotel management may incorporate ethical situation training to concentrate on the male and younger group. Perhaps they may benefit from such training and be motivated to make ethical decisions/actions.

Female employees tend to have higher ethical awareness than males (Brunton & Eweje, 2012; Venezia, Nti-Osei, Venezia, & Hsueh, 2017), are more ethically oriented (Mtonga-Monga & Flotman, 2017), have higher personal business ethics scores (Mitonga-Monga & Flotman, 2017; Mujtaba, Cavico, & Sungkhawan, 2011) and exhibit enhanced ethical judgment capacity (Mc Danel de García, 2013). Females practice ethical responsibilities more (Longenecker, Moore, Petty, Palich, & McKinney, 2006). They manifest a better moral character (Vrdoljak Raguž, & Matić, 2016). Women have higher possibilities of maintaining ethical considerations than men (Cheteni, & Shindika, 2017) who tend to be engaged in unethical behavior than women (Dawson, 1995).

However, according to Vrdoljak Raguž and Matić (2016), males have a higher regard for ethical attitudes than females, indicating a relatively higher attitude towards business ethics among males.

After all, another study revealed that males and females do not differ significantly in ethical decision-making (Costouros, 2017).

Table 1.2. Ethical climate of the hotel employees when grouped according to sex

Factors	Male (n= 74)			Female (n=78)		
	$\bar{x}$	SD	Int	$\bar{x}$	SD	Int
Social Responsibility	5.11	1.40	SE	5.57	1.06	E
Rules and Professional Codes	5.03	1.55	SE	5.56	1.22	E
Personal Morality	5.02	1.64	SE	5.45	1.21	E
Over-all Ethical Climate	5.05	1.47	SE	5.53	1.11	E

Note: Int=Interpretation, SE=Slightly Ethical, E=Ethical

Employees with longer service consider the hotel an ethical climate. In comparison, those with a shorter service perceive that the hotels have a slightly ethical climate. The hotel management may consider the ethical climate as among the factors that helped them retain their employees. The slightly ethical personal morality among the employees may trigger unethical conduct, especially in crisis times. However, this may be prevented if the hotel management can develop with their code of ethics and develop/conduct training to raise the ethical awareness and sensitivity of employees with a shorter length of service.

Employees observing that the organization is ethical (Karatepe, 2013) and organizational policies, procedures, and practices are determined within an ethical context (Treviño et al., 1998) are more likely to stay in the organization.

Table 1.3. Ethical climate of the hotel employees when grouped according to length of service

Factors	Shorter (n= 89)			Longer (n=63)		
	$\bar{x}$	SD	Int	$\bar{x}$	SD	Int
Social Responsibility	5.09	1.47	SE	5.71	0.73	E
Rules and Professional Codes	5.04	1.65	SE	5.56	0.87	E
Personal Morality	4.95	1.67	SE	5.65	0.91	E
Over-all Ethical Climate	5.03	1.53	SE	5.68	0.81	E

Note: Int=Interpretation, SE=Slightly Ethical, E=Ethical

Taken collectively, the employees' perception of the hotels' ethical climate is highest in the area of social responsibility and lowest in personal morality. It is also interesting to note that employees' perceptions/responses in social responsibility are the most cohesive as supported by the lowest mean score, while their personal morality responses are the most diverse.

The hotels' ethical climate can be improved to a higher level, that is, very ethical. Its customers appreciate a perceived ethical hotel, and the employees are more likely to stay. Ethical standards may help the hotel eliminate uncertainties. The hotel's and employees' perspectives of ethical practices should be aligned to have a productive synergy.

Organizations that adopt an ethical management style are more likely to succeed in the long run (Yener et al., 2012).

Table 1.4. Ethical climate of the hotel employees when taken collectively

Factors	Collectively (n=152)		
	$\bar{x}$	SD	Int
Social Responsibility	5.34	1.25	E
Rules and Professional Codes	5.30	1.41	E
Personal Morality	5.24	1.45	SE
Over-all Ethical Climate	5.30	1.32	E

Note: Int=Interpretation, SE=Slightly Ethical, E=Ethical

Job Satisfaction. The older female employees with a longer length of service are more satisfied than their young male counterparts with a shorter service length. Overall, the hotel employees are slightly satisfied with their job.

For the hotel's executives and policy-makers, job satisfaction is a crucial factor for business success. The hotel employee's job satisfaction can still be raised to extremely satisfied. The management may explore various ways of doing this. Improving employee job satisfaction not only decreases turnover also provides guests with better service from the employees.

The satisfaction of employees naturally differs. It is not the same for all individuals since employees desire different things at different times as influenced by their age and sex. The company's ability to satisfy these needs may lead to workers' motivation (Iroegbu, 2015). In the hotel industry, job satisfaction/dissatisfaction may be brought about by effort, policies, salary (da Borralha, de Jesus,

Pinto, & Viseu, 2016), and working hours.

Generally, older employees tend to experience higher levels of job satisfaction (Concialdi, 2014; Eleswed & Mohammed, 2013; Hancer & George, 2003), which may be due to the perks that come with maintaining a long career, including higher salaries, better benefits, and success in the workplace (Iroegbu, 2015). Older or more experienced employees are more comfortable and tolerant of authority. They may have realistic expectations from their jobs. In contrast, young people have high expectations for their job and the company. However, they learn to adapt their expectations according to reality.

Length of service is also a critical determinant of job satisfaction (Francis, 2015). Employees spend more years in the hotel, the level of psychological attachment and the overall level of job satisfaction increases.

Oshagbemi (2000) pointed out that workers with longer service may experience higher satisfaction because they either have found a job that meets their needs or finds promotion opportunities, leading to higher job satisfaction.

Table 2. Job satisfaction of hotel employees

Variable	Grouping	$\bar{x}$	SD	Verbal Interpretation
Age	Younger	4.94	1.67	Slightly Satisfied
	Older	5.64	0.97	Satisfied
Sex	Male	4.96	1.65	Slightly Satisfied
	Female	5.52	1.15	Satisfied
Length of Service	Shorter	4.93	1.67	Slightly Satisfied
	Longer	5.69	0.86	Satisfied
As a whole		5.25	1.44	Slightly Satisfied

Organizational Commitment. Regardless of age, employees of the hotels are slightly committed. However, they are 'undecided' in the area of affective commitment, which means they are not sure whether they can identify themselves with the goals of the organization and desire to remain a part of the organization.

There is room for the hotel management to improve the organizational commitment of their employees, more particularly on their affective commitment. To address this, the giving of various financial and non-financial incentives may be explored by the management.

Older workers had more experience and spent much time in their current jobs (Dunham, Grube, & Castaneda,1994), will have fewer job opportunities (Mathieu & Zajac, 1990), and this leads to a higher commitment to their current jobs than younger workers (Chiew, Foo, Ho, Hu, & Tan, 2014).

Affective commitment to the hospitality environment is highly desirable. Employees who manifest a high affective commitment to the hospitality company are often more willingly contributing to organizational performance and will do further than what is expected of them by management (Krüger, Wessels, & Saayman, 2014). Employees who are faithfully committed to their job have a better chance of providing a satisfying experience to guests (Krüger et al., 2014; Lam, Zhang, & Baum, 2001; Richardson, 2009).

There are several employment options available to older employees (Lam, Zhang, & Baum, 2001; Mowday, Porter, & Steers, 1982). Moving away may cost them more than staying (Parasuraman & Nachman, 1987).

Table 3.1. Organizational commitment of hotel employees when grouped according to age

Scales	Younger (n= 85)			Older (n=67)		
	$\bar{x}$	SD	Int	$\bar{x}$	SD	Int
Affective commitment scale	4.31	0.94	U	4.15	0.63	U
Continuance commitment scale	4.82	1.65	SC	5.41	1.05	C
Normative commitment scale	4.50	1.23	SC	5.01	0.70	SC
Over-all organizational commitment	4.54	1.09	SC	4.86	0.61	SC

Note: Int=Interpretation, U=Undecided, SC=Slightly Committed, C=Committed

Organizational Commitment of hotel employees, when grouped according to sex, is similar when arranged according to age. Overall, they are slightly committed but are undecided in the aspect of affective commitment.

Knowing this, the management may design training and programs that may help improve the commitment of employees. The undecided affective commitment of employees may mean that their personal goals may not be aligned with that of the hotel or that they may not be aware of the hotel's goals. With this, the management may come up with activities that will improve their affective commitment.

Women reflected higher organizational commitment levels than their male counterparts (Ellemers, de Gilder,& Van Den Heuvel, 1998; Mitonga-Monga & Flotman, 2017; Moore & Moore, 2014). As women's participation rate in the workforce has increased, they had higher levels of organizational commitment and continuance commitment than men (Clayton et al., 2007; Jonathan, Thibeli, & Darroux, 2013). Khalili and Asmawi (2012) noticed that men's and women's normative commitment differs (Jena, 2015).

Continuance and normative commitment of male and female employees do not differ, but their affective commitment differs, showing men as more affectively committed than women (Jonathan et al., 2013; Labatmedienė, Endriulaitienė, & Gustainienė, 2007). However, differences were noted among men and women for organizational commitment. Men had higher scores on continuance and normative commitment than women (Deprez, Van den Broeck, Cools, & Bouckenhoooghe, 2012; Jonathan et al., 2013).

Table 3.2. Organizational commitment of hotel employees when grouped according to sex

Scales	Male (n= 74)			Female (n=78)		
	$\bar{x}$	SD	$\bar{x}$	SD	$\bar{x}$	SD
Affective commitment scale	4.16	0.79	U	4.32	0.85	U
Continuance commitment scale	4.87	1.60	SC	5.28	1.26	SC
Normative commitment scale	4.59	1.12	SC	4.85	0.99	SC
Over-all organizational commitment	4.54	0.98	SC	4.82	0.84	SC

Note: Int=Interpretation, U=Undecided, SC=Slightly Committed, C=Committed

Both groups (shorter and longer length of service) are undecided in their affective commitment. However, employees with a shorter length of service are still undecided in their normative commitment. The undecided normative commitment of employees implies that they lack awareness of the hotels' norms and guides. To improve employees' normative commitment with shorter service, the hotel may include in its on-boarding program a detailed presentation of the hotel's policies, procedures, standards, and guidelines, and an understanding check may be done after the training to validate the transfer of knowledge.

Organizational commitment is determined by the type and quality of an employee's job experience (Preethi & Lourthuraj, 2015) during their business tenure (Meyer & Allen, 1997). Baron and Greenberg (2004) stated that employees with tenure or seniority and those satisfied with their job performance levels tend to report higher organizational commitment levels than others.

On Affective Commitment, Meyer and Allen gave this example that "positive relationships among tenure and commitment may be due to tenure-related differences in job status and quality (Preethi & Lourthuraj, 2015).

Table 3.3. Organizational commitment of hotel employees when grouped according to length of service

Scales	Shorter (n= 89)			Longer (n=63)		
	$\bar{x}$	SD	$\bar{x}$	SD	$\bar{x}$	SD
Affective commitment scale	4.25	0.89	U	4.23	0.72	U
Continuance commitment scale	4.71	1.68	SC	5.60	0.78	C
Normative commitment scale	4.42	1.22	U	5.16	0.55	SC
Over-all organizational commitment	4.46	1.08	SC	5.00	0.50	SC

Note: Int=Interpretation, U=Undecided, SC=Slightly Committed, C=Committed

When taken collectively, the employees are slightly committed but undecided regarding their affective commitment. A hotel's productivity depends on the employee's organizational commitment, behaviors, and attitudes, which means that the management has to be creative in designing programs to improve their commitment.

Affective commitment define as the employee's emotional attachment to, identification with, and involvement in the organization (Preethi & Lourthuraj, 2015).A high level of affective commitment is related to low employee turnover, low absenteeism, and improved job performance; hence employees with a strong affective commitment continue employment with the company because they want to do so (Igella, 2014). An affectively committed employee desires to stay and firmly identifies with the goals of the organization. This employee commits to the company because he/she "wants to" (Allen & Meyer, 1990).

Continuance commitment describes individuals' need to endure with the organization resulting from her/his recognition of the costs like tenure, pay, benefits, vesting of pensions, family commitment (Loi, Hang-yue, & Foley, 2006) and knowledge of the costs associated with leaving the organization (Igella, 2014). Employees whose main link to the organization is based on continuance commitment remain because they need to do so (Loi et al., 2006).

On the other hand, normative commitment indicates a person's feeling of obligation to sustain organizational membership because he/she understands it is decently right to be loyal to and stay in the organization (Coyle-shapiro & Morrow, 2006). Furthermore, the individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment (Preethi & Lourthuraj, 2015). Although normative commitment is generally recognized as a salient dimension of employee commitment, it is substantially inter-related with affective commitment (Coyle-shapiro & Morrow, 2006). These feelings of obligation in normative commitment may arise from stress on an individual before and after entering an organization (Preethi & Lourthuraj, 2015).

Table 3.4. Organizational commitment of hotel employees when taken collectively

Scales	Taken Collectively (n= 152)		
	$\bar{x}$	SD	Int
Affective commitment scale	4.24	0.82	U
Continuance commitment scale	5.08	1.44	SC
Normative commitment scale	4.73	1.06	SC
Over-all organizational commitment	4.68	0.92	SC

Note: Int=Interpretation, U=Undecided, SC=Slightly Committed, C=Committed

Relationship among ethical climate, job satisfaction, and organizational commitment

Results reveal a significant relationship among the three variables as supported by p-values which, are all less than 0.05. The result confirms the researchers' proposition that the hotel's ethical climate results in job satisfaction and organizational commitment with an ethical climate resulting in slightly satisfied and slightly committed employees. This implies that if the hotel can improve its ethical climate, its job satisfaction and organizational commitment will also improve. Training and other activities geared toward improving the climate, satisfaction, and commitment may be designed by the hotel management.

Ethical climate influences job satisfaction (Anaza et al., 2015; Jaramillo et al., 2006; Peterson, Park, & Seligman, 2005; Pettijohn et al., 2008) and organizational commitment (Newman et al., 2017). An organization can influence all facets of job satisfaction by manipulating ethical climate except compensation (Okoli & Monanu, 2016).

There is a positive relationship between an organization's ethical climate and organizational commitment (Unal, 2012). Organizations that exhibit strong ethical values may benefit from having more committed employees (Vitell & Hidalgo, 2006). Schwepker Jr (2001) found a positive relationship between salespeople's perception of the organization's ethical climate and organizational commitment.

Table 4. Relationship among ethical climate, job satisfaction, and organizational commitment

Variables		Job satisfaction	Organizational commitment
Ethical Climate	r	0.897**	0.843**
	p-value	0.000	0.000
	n	152	152

Note: The relationship is significant at 0.05.

5.0. Conclusion

The hotels have an ethical climate, slightly satisfied, and slightly committed employees. This result indicates that the employees observe and follow workplace policies and guidelines, exude appropriate conduct, and reflect morally proper actions. However, there is still a big room for improvement as the ethical climate can still be raised to an extremely ethical level. The same may be applied to job satisfaction and organizational commitment. However, the hotel's climate is not the sole responsibility of the hotel owners or management. Relationships among employees also provide critical insight into workplace norms, guides, and the current organizational climate. All hotel employees must clearly understand the importance of this ethical climate to contribute to the hotel's organizational performance.

Employees who are slightly satisfied with their jobs may be considered a potential threat to the smooth hotel's operation. It may trigger them to find more satisfying jobs somewhere. The hotel management may explore various ways of improving the job satisfaction of hotel employees to address their job concerns.

Having slightly committed employees may also put the hotels' operation at stake, especially if employees are confronted with stressful situations. Their first option may be to leave their work. The loyalty and performance of the employees in the organization are unpredictable.

The ethical climate, job satisfaction, and organizational commitment are significantly related. Ethical climate in this study presents to hotel managers insights on how ethical practices can help the hotel improve employee satisfaction and commitment. With the hotels' norms and guides specifying rules and regulations to regulate employee behavior and practices, managers must ensure that such norms contribute to job satisfaction and organizational commitment.

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Entrepreneurial Competencies and Readiness of Extension Service Beneficiaries of a State University

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ABSTRACT. Entrepreneurship as a pillar of a country's economy improves the quality of life of the people. Using the descriptive research design, the study aimed to assess the entrepreneurial competencies and readiness of extension and community service beneficiaries of training on transferred technology of a state university in Negros Occidental, Philippines. A researcher-made questionnaire was utilized to gather data from randomly selected respondents. Using mean, results showed moderate entrepreneurial competencies and high entrepreneurial readiness. Likewise, the results of Kruskal Wallis revealed that significant differences occurred both in competency and readiness when respondents are grouped by educational attainment and entrepreneurial training. Moreover, employing Spearman rho, a significant relationship was found between entrepreneurial competencies and readiness. Findings aver that the economic advancement of the individual is a result of investment in human capital. In view of community empowerment, the entrepreneurship development plan formulated will supplement the existing program of the institution.

1.0. Introduction

Entrepreneurial activities emerged as a prominent goal for several national governments worldwide in response to the current economic challenges (Al Mamum, Kumar, Ibrahim, & Yusoff, 2017). However, constraints in developing start-ups into established businesses were experienced in several countries, as reported in Global Entrepreneurship Monitor (Amoros & Bosma, 2014). The absence of competence highly contributes to low entrepreneurial activity (Zizile & Tendai, 2018). Previous research noted that the lack of general business knowledge is one of the difficulties faced by individuals planning to establish a business (Staniewski & Szopinski, 2015). Countries with low technical and business skills could prevent those who are motivated to start a venture (Genty, Idris, Wahat, & Kadir, 2015). Its absence results in untapped business opportunities (Baringer & Ireland, 2015). Meanwhile, higher levels of these activities are likely to be found in countries where business and entrepreneurship knowledge and skills are more widespread (Urbano & Alvarez, 2014).

The importance of entrepreneurial competencies has been widely recognized (Gustomo, Herliana, Dhewanto, & Ghina, 2017), and several studies have considered it critical for launching a venture (Zarefard & Cho, 2018). Likewise, for entrepreneurship to concur, individuals should have readiness factors that predispose them to think to have a business (Ntale, Anampiu, & Gathaiya, 2015).

In the Philippines, entrepreneurship is the key driver of the economy (Ramos, 2014) and is used as the best alternative for financial independence and self-sustainability. However, its development is beset with critical challenges, and among those identified by the United Nations Development Program are access to knowledge and skills development (Evangelista, 2013). Furthermore, it ranked poor among the 189 countries for ease of starting a business in doing business report (Bieri, 2016).

The significance of developing competencies in the context of a micro business in the informal sector is particularly strong. It has been a recent research topic that needs to be studied further (Mukherjee, 2016). There have been notable studies on the skills and competencies, but each is, to some extent, context-dependent (Mitchelmore & Rowley, 2013). Venture emergence as an essential phase has not received adequate attention in human capital research (Marvel, Davis, & Sproul, 2014). It needs continuous research on how to increase start-up performance (Kallas, 2019).

Regarded as crucial to entrepreneurship, this study underscored the importance of fostering entrepreneurial competencies and readiness in the community context in line with the institution's goal of community empowerment. The current study assessed the entrepreneurial competencies and readiness of the beneficiaries when grouped according to their profile characteristics. Hence, it aimed to determine the level of their competency and extent of readiness. Likewise, to explore if there exists a relationship between entrepreneurial competencies and readiness.

2.0. Framework of the Study

The study theorized that a high level of entrepreneurial competencies may influence readiness to do business and is underpinned by the theories discussed.

Human capital (Becker, 1964) was traditionally conceptualized as knowledge, skills, and learning by doing that has economic value. According to Marvel et al. (2014), this theory is longstanding and increasingly applied in entrepreneurship. Their study articulated that entrepreneurial competencies are focused at the individual level. It deconstructed the complexity of human capital and identified dimensions such as knowledge, skills, and abilities to capture the outcomes believed of higher value to entrepreneurship.

Meanwhile, according to Fayolle, Liñan, and Mariano (2014) and Zarefarad and Cho (2018) in analyzing entrepreneurial phenomena, one of the most influential theories is the Planned Behaviour of Ajzen (1991). Generally, it assumes that the more favorable the attitude, the stronger an individual will perform the behavior. While, Entrepreneurial Event Model (Shapero & Sokol, 1982) suggests that an individual must perceive the idea of starting a business as credible and finds it attractive and achievable.

Ntale et al. (2015) suggest that entrepreneurial readiness is composed of the elements that predispose and prepare a person to think or to have business ideas. Ghazalan et al. (2018) identified motivation as one indicator to measure readiness to venture into entrepreneurship. This may include a need for self-achievement (Olugbola, 2017), desire for independence, and family-related factors (Atef & Al-Balushi, 2015). In contrast, De Clercq et al. (2013) consider intention as the readiness to carry out particular behavior to show the self-acknowledged conviction of the individual that plans to create a business. Perceived desirability and feasibility are the significant aspects of controlling a person's intention to initiate a business supported by the propensity to act (Ndaghu, Gwems, Wajiga, & Augustine, 2016).

Generally, humans do not engage in an entrepreneurial venture by accident (Marvin & Flora, 2014) since actions are preceded by a conscious decision to behave in a particular way (Azjen, 1991).

3.0. Methods

The study employed a descriptive-correlational research design. The descriptive method involved data on demographic profile, entrepreneurial competencies, and readiness. These were gathered, analyzed, and interpreted. Meanwhile, a correlation was used to measure the relationship and if sufficient magnitude exists between these variables.

Stratified random sampling was employed with different technologies as strata to identify the 179 respondents who were beneficiaries of training in transferred technology conducted in the 3rd quarter of 2019. Their current status and experiences were considered relevant to provide the data. The study utilized a researcher-made questionnaire structured based on the review of the existing related literature on entrepreneurship such as Entrepreneurship Management Skills Requirements in an Emerging Economy (Mamabolo, Kerrin, & Kele, 2017), Entrepreneurs' Managerial Competencies and Innovative Start-up Intentions In University Students: Focus on Mediating Factors (Zarefard & Cho, 2018), Entrepreneurial Orientation and Antecedents of Low-Income Household Heads in Kelantan (Kumar, Al Mamum, Ibrahaim, & Yusoff, 2018) and others as discussed in the related literature. It was translated into vernacular for ease of understanding and composed of three (3) parts. Part I determined the respondents' profile. Part II consists of items that measured the entrepreneurial competencies, and Part III explored the extent of entrepreneurial readiness. Each section has multiple questions that covered different parameters and were answered using a 5-point Likert scale. Said questionnaire was subjected to content validity by ten experts in entrepreneurship and business management using the Content Validity Ratio (CVR) of Lawshe (1975). A content validity index of 0.858 was obtained and interpreted as valid. Likewise, a pilot test was conducted to assess the instrument's reliability. Cronbach's Alpha was employed and showed a result of 0.935 for competency and 0.976 for readiness. Both are interpreted as highly reliable. Consent from the participants and utmost confidentiality was observed in the conduct of the study.

Descriptive objectives were analyzed using descriptive statistics such as frequency, percentage, mean and standard deviation. Meanwhile, Kolmogorov-Smirnov was used to determine the normality of the data and revealed that the variable competency [KS=0.123, p=0.000] and readiness [KS=0.199, p=0.000] are not normally distributed. Therefore, statistical tools without the assumption of normality

were used in the inferential statistics, such as Mann Whitney U and Kruskal Wallis. Meanwhile, to determine the relationship between entrepreneurial competencies and readiness, a Spearman Rank Correlation was used.

4.0. Results and Discussion

Profile of the respondents

Table 1 presents the profile characteristics that were considered in the conduct of the study. The survey results showed that the majority are adults, 50.8% (n=91), and were predominantly participated by females 73% (n=130). As to educational attainment, the data depict that most of the respondents are high school graduates, 23.5% (n=42). Majority are with business experience, 70.4% (n=126), and have undergone entrepreneurial training 69% (n=124).

Table 1. Profile of the Respondents

Variable	f	%	Variable	f	%
Age			Educational Attainment		
Young Adults (<40)	61	34.08	Elementary Level	36	20.69
Adults (41- 60)	91	50.84	Elementary Graduate	19	10.92
Old(> 60)	27	15.08	High School Level	31	17.82
Total	*179*	*100.00*	High School Graduate	42	24.14
Sex			College Level	18	10.34
Male	48	26.97	College Graduate	28	16.09
Female	130	73.03	*Total*	*79*	*100.00*
Total	*179*	*100.00*	Entrepreneurial Training		
Business Experience			With	124	75.61
With	126	73.26	Without	40	24.39
Without	46	26.74	*Total*	164	100.00
Total	*179*	*100.00*			

Level of entrepreneurial competencies

Table 2 shows the overall level of entrepreneurial competencies that is moderate (M=3.35; SD=0.59). Of the three (3) indicators to measure their competency, only ability (M=3.54; SD=0.65) rated high. It suggests that the respondents perceived themselves to be creative, capable of the undertaking, and can cope with uncertainties. Meanwhile, both knowledge (M=3.25; SD=0.66) and skills (M=3.25; SD=0.67) are moderate. This implies that they fairly understand entrepreneurship and only possess reasonable skills to start and operate a business.

Concerning age, the level of competency is moderate in all ages. As to sex, the male (M=3.69; SD=0.43) appears to be highly competent than the female. Also, college graduates (M=3.84; SD=0.25) are highly competent, indicating that competencies are acquired through education. Furthermore, with (M=3.35; SD=3.24) or without (M=3.32; SD=0.53) business experience, the competency of respondents rated moderate. Lastly, those with entrepreneurial training (M=3.50; SD=0.51) are highly competent and suggests that training allowed them to acquire the competencies fundamental in entrepreneurship.

Table 2. Level of entrepreneurial competencies

Variable	Competency			Knowledge			Skill			Ability		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
Age												
Young Adults	3.17	0.08	Mo	3.06	0.09	Mo	3.11	0.09	Mo	3.23	0.09	Mo
Adults	3.37	0.06	Mo	3.27	0.07	Mo	3.26	0.07	Mo	3.59	0.06	Hi
Old	3.49	0.09	Mo	3.41	0.09	Mo	3.38	0.11	Mo	3.66	0.13	Hi
Sex												
Male	3.69	0.43	Hi	3.61	0.49	Hi	3.63	0.51	Hi	3.81	0.49	Hi
Female	3.20	0.59	Mo	3.09	0.65	Mo	3.09	0.65	Mo	3.41	0.69	Mo
Educational Attainment												
Elementary Level	3.10	0.62	Mo	3.06	0.68	Mo	3.04	0.67	Mo	3.21	0.73	Mo
Elementary Graduate	3.33	0.65	Mo	3.23	0.68	Mo	3.28	0.75	Mo	3.44	0.60	Mo
High School Level	3.39	0.69	Mo	3.30	0.74	Mo	3.33	0.73	Mo	3.55	0.74	Hi
High School Graduate	3.28	0.54	Mo	3.15	0.65	Mo	3.14	0.63	Mo	3.53	0.61	Hi
College Level	3.42	0.42	Mo	3.33	0.49	Mo	3.29	0.52	Mo	3.64	0.53	Hi
College Graduate	3.84	0.25	Hi	3.71	0.28	Hi	3.75	0.39	Hi	4.04	0.36	Hi
Business Experience												
With	3.35	0.53	Mo	3.24	0.60	Mo	3.26	0.61	Mo	3.54	0.63	Hi
Without	3.32	0.73	Mo	3.23	0.79	Mo	3.23	0.79	Mo	3.49	0.73	Mo
Entrepreneurial Training												
With	3.50	0.51	Hi	3.41	0.57	Mo	3.42	0.56	Mo	3.64	0.59	Hi
Without	2.91	0.61	Mo	2.75	0.68	Mo	2.73	0.70	Mo	3.24	0.75	Mo
As a Whole	**3.35**	**0.59**	**Mo**	**3.25**	**0.66**	**Mo**	**3.25**	**0.67**	**Mo**	**3.54**	**0.65**	**Hi**

Legend: Mo=Moderate, Hi=High

Extent of entrepreneurial readiness

Table 3 presents the overall extent of entrepreneurial readiness rated high (M=3.91; SD=0.45). Results revealed that consistently respondents are highly ready when grouped according to their profile characteristics. This is cognizant of the findings that the formation of an intention to become an entrepreneur should always be coupled with motivation (Malebana, 2014) to transform it into actual action (Fayolle et al., 2014).

Difference in the level of entrepreneurial competencies according to age

The Kruskal Wallis result reveals no significant difference in the level of entrepreneurial competencies (H=4.894; p=0.087) when grouped by age. Generally, it suggests that regardless of age, there is no difference in their competency, and it does not increase over time as they become old. Nonetheless, there is no enough evidence to support that age makes a difference in the competency of respondents. Hence, the study fails to reject the null hypothesis.

However, significant findings can be seen in terms of their knowledge (H=6.746; p=0.034). The old (M=3.41; SD=0.087) appears to be more knowledgeable compared to other respondents. This is parallel to the findings of Bosma, Praag, and Wit (2000), which affirm that knowledge is positively related to age. While no difference can be seen in their skills (H=3.609; p=0.165) and abilities (H=5.208; p=0.074), which implies that it does not improve over time with age. This is contrary to the findings of Welmilla, Weerakkody, and Ediriweera (2011) that individuals' skills improve with age.

Table 3. Extent of entrepreneurial readiness

Variable	Readiness			Motivation			Intention		
	M	SD	Int	M	SD	Int	M	SD	Int
Age									
Young Adults	3.71	0.08	Hi	3.76	0.08	Hi	3.66	0.08	Hi
Adults	3.94	0.05	Hi	3.98	0.05	Hi	3.90	0.05	Hi
Old	4.07	0.05	Hi	4.10	0.06	Hi	4.04	0.04	Hi
Sex									
Male	3.98	0.29	Hi	4.03	0.34	Hi	3.94	0.32	Hi
Female	3.85	0.53	Hi	3.91	0.55	Hi	3.82	0.55	Hi
Educational Attainment									
Elementary Level	3.66	0.59	Hi	3.72	0.60	Hi	3.63	0.61	Hi
Elementary Graduate	3.88	0.25	Hi	3.87	0.26	Hi	3.88	0.27	Hi
High School Level	3.97	0.42	Hi	4.01	0.51	Hi	3.95	0.40	Hi
High School Graduate	3.94	0.34	Hi	3.96	0.35	Hi	3.93	0.38	Hi
College Level	3.91	0.43	Hi	4.04	0.49	Hi	3.82	0.46	Hi
College Graduate	4.16	0.36	Hi	4.25	0.37	Hi	4.10	0.43	Hi
Business Experience									
With	3.94	0.46	Hi	3.99	0.48	Hi	3.91	0.49	Hi
Without	3.76	0.50	Hi	3.81	0.53	Hi	3.73	0.51	Hi
Entrepreneurial Training									
With	4.00	0.36	Hi	4.05	0.41	Hi	3.97	0.37	Hi
Without	3.62	0.58	Hi	3.69	0.62	Hi	3.59	0.59	Hi
As a Whole	3.91	0.45	Hi	3.96	0.49	Hi	3.88	0.46	Hi

Legend: : Mo=Moderate, Hi=High

Table 4. Difference in the level of entrepreneurial competencies when grouped according to age

Variable	Young Adults	Adults	Old	H	p
Competency	3.17	3.37	3.49	4.894	0.087
	(0.082)	(0.060)	(0.094)		
Knowledge	3.06	3.27	3.41	6.746	0.034
	(0.087)	(0.070)	(0.087)		
Skill	3.11	3.26	3.38	3.609	0.165
	(0.086)	(0.071)	(0.108)		
Ability	3.23	3.59	3.66	5.208	0.074
	(0.092)	(0.064)	(0.130)		

Difference in the level of entrepreneurial competencies according to sex

Table 5 reveals that there is a significant difference in the level of entrepreneurial competencies [U=1562.5, p=0.000] in terms of knowledge [U=1666.0, p=0.000], skills [U=1605.5, p=0.000], and abilities [U=2021.5, p=0.000]. It suggests that male respondents are entrepreneurially competent compared to female respondents. As gleaned from the table, the median scores of the indicators consistently showed that they are competent, and there is enough evidence to support that sex of the respondents makes a difference in their competency. Thus, the null hypothesis is rejected.

Accordingly, these differences can be observed in action patterns and perceptions about business (Dilli & Westerhuis, 2018). Sajilan, Hadi, and Tehseen (2015) argued that few studies have considered gender to influence entrepreneurial competencies. Lindvert (2018) suggests that women's competencies in developing countries are challenged by constrained access to education and training. This also resonates with Ongachi and Bwisa (2013) that affirmed that reasons like lack of skills and experience and inability to perform multiple roles were among the factors that distress the growth of women-owned micro and small enterprise. In light of the results, the study suggests considering further studies related to it.

Table 5. Difference in the level of entrepreneurial competencies according to sex

Variable	Sex		U	p
	Male	Female		
Competency	3.69	3.20	1562.5*	0.000
	(0.43)	(0.59)		
Knowledge	3.61	3.09	1666.0*	0.000
	(0.49)	(0.65)		
Skill	3.63	3.09	1605.0*	0.000
	(0.51)	(0.65)		
Ability	3.81	3.41	2021.0*	0.000
	(0.49)	(0.69)		

Difference in the level of entrepreneurial competencies according to educational attainment

Table 6 shows the significant difference in the level of entrepreneurial competencies [$\chi^2(5)=19.284$, p=0.002] in terms of knowledge [$\chi^2(5)=13.983$, p=0.016], skills [$\chi^2(5)=15.070$, p=0.010], and abilities [$\chi^2(5)=20.092$, p=0.001]. It indicates that college graduates are competent compared to other respondents. Furthermore, post hoc tests using Scheffe revealed that they have significantly higher competency. Education helped them acquire competency necessary to become an entrepreneur. With this, there is enough evidence to support a difference in the competencies of those who have higher educational attainment. Thus, the null hypothesis is rejected. This is consistent with the findings of Umar, Cob, Omar, and Hamzah (2019) that suggest that those with higher educational attainment possess greater entrepreneurial competencies. Similarly, education allows an individual to acquire substantial knowledge and understanding, develop basic mental ability, and improve competencies that lead to self-employment (Genty et al., 2015).

Difference in the level of entrepreneurial competencies according to business experience

Table 7 shows that there is no significant difference in the level of entrepreneurial competencies [U=2714.0, p=0.575] in terms of knowledge [U=2787.5, p=0.759], skills [U=2854.5, p=0.943], and abilities [U=2806.5, p=0.811]. This means that whether or not the respondents have business experience, it does not make them competent and that there is no enough evidence to support that business experience makes a difference in their competency. Therefore, the findings of the study fail to reject the null hypothesis. This is contrary to the findings of Isaga (2015) that argued that prior entrepreneurial experience is important because it is associated with business growth. Similarly,

Sarasvathy, and Menon (2013) argued that these experiences are determinants of success or failure because the acquired knowledge has a significant impact on the management of new ventures.

Table 6. Difference in the level of entrepreneurial competencies according to educational attainment

Variable	Educational Attainment						χ^2	df	p
	Elementary Level	Elementary Graduate	High School Level	High School Graduate	College Level	College Graduate			
Competency	3.10_b	3.33_b	3.39_b	3.28_b	3.42_b	3.84_a	19.284*	5	0.002
	(0.62)	(0.65)	(0.69)	(0.54)	(0.42)	(0.25)			
Knowledge	3.06_b	3.23_b	3.30_b	3.15_b	3.33_b	3.71_a	13.983*	5	0.016
	(0.68)	(0.68)	(0.74)	(0.65)	(0.49)	(0.28)			
Skill	3.04_b	3.28_b	3.33_b	3.14_b	3.29_b	3.75_a	15.070*	5	0.010
	(0.67)	(0.75)	(0.73)	(0.63)	(0.52)	(0.39)			
Ability	3.21_b	3.44_b	3.55_b	3.53_b	3.64_b	4.04_a	20.092*	5	0.001
	(0.73)	(0.60)	(0.74)	(0.61)	(0.53)	(0.36)			

Table 7. Difference in the Level of Entrepreneurial Competencies according to business experience

Variable	With Business Experience	Without Business Experience	U	p
Competency	3.35	3.32	2714.0	0.575
	(0.53)	(0.73)		
Knowledge	3.24	3.23	2787.5	0.759
	(0.60)	(0.79)		
Skill	3.26	3.23	2854.5	0.943
	(0.61)	(0.79)		
Ability	3.54	3.49	2806.5	0.811
	(0.63)	(0.73)		

Difference in the level of entrepreneurial competencies when grouped according to entrepreneurial training

Table 8 discloses that there is a significant difference in the level of entrepreneurial competencies [U=1213.5, p=0.000] in terms of knowledge [U=1096.0, p=0.000], skills [U=1133.5, p=0.000], and abilities [U=1721.5, p=0.004]. This indicates that those who have training experience have a higher level of competency, and their experience in training allowed them to acquire the competency necessary to becoming an entrepreneur. This supports the claim that there is a difference in the competency of those who have undergone entrepreneurial training. Hence, the null hypothesis is rejected. Similarly, various studies have contended that in training, skills are particularly attained and developed (Abdul, 2018; Mamabolo et al., 2017; Zulfiqar, Asmi, Chandia, Sarwar & Aziz, 2017; Lamki, Al-Sumri, Al-Ismali, & Al-Busaidi, 2016). Furthermore, it has a significant impact on the key aspects of entrepreneurship (Genty et al., 2015; Torikka, 2013).

Table 8. Difference in the level of entrepreneurial competencies according to entrepreneurial training

Variable	With	Without	U	p
Competency	3.50	2.91	1213.5*	0.000
	(0.51)	(0.61)		
Knowledge	3.41	2.75	1096.0*	0.000
	(0.57)	(0.68)		
Skill	3.42	2.73	1133.5*	0.000
	(0.56)	(0.70)		
Ability	3.64	3.24	1721.5*	0.004
	(0.59)	(0.75)		

Difference in the extent of entrepreneurial readiness according to age

Table 9 shows no significant difference in the overall entrepreneurial readiness (H=8.393; p=0.051) of respondents. It indicates that they are entrepreneurially ready, regardless of age. However, significant findings can be seen in terms of intention (H=11.237; p=0.004), which suggests that their intention increases over time with age. The older they become, the more they intend to engage in entrepreneurial activity. The result disputes the findings of Tanver, Akbar, Gill, and Ahmed (2013), which contends that as age increases, there is a lesser chance of becoming an entrepreneur. It has also noted studies with similar views that younger ages tend to start their business. Though older generations get more opportunities, their willingness to become an entrepreneur decreases as they become old. Nevertheless, as gleaned from the results, there is no sufficient evidence to support the claim that age makes a difference in the readiness of respondents. Therefore, the study fails to reject the null hypothesis.

Table 9. Difference in the extent of readiness according to age

Variable	Young Adults	Adults	Old	H	p
Readiness	3.71	3.94	4.07	8.393	0.051
	(0.080)	(0.047)	(0.046)		
Motivation	3.76	3.98	4.10	5.903	0.052
	(0.082)	(0.051)	(0.064)		
Intention	3.66	3.90	4.04	11.237	0.004
	(0.082)	(0.050)	(0.043)		

Difference in the extent of entrepreneurial readiness when grouped according to sex

Table 10 shows that there is no significant difference in the extent of readiness [U=2766.0, p=0.458] in terms of motivation [U=2731.5, p=0.387] and intention [U=2893.5, p=0.756]. It implies that both male and female are entrepreneurially ready. The sex of the respondents does not make any difference in their readiness for entrepreneurial activity. At a 5% level of significance, there is no enough evidence to support that sex affects the readiness of the respondents. Hence, the study fails to reject the null hypothesis. The results do not concur with Dilli and Westerhuis (2018) that there is variability in the potential to become entrepreneurs by gender. Sajilan et al. (2015) noted previous research suggesting that gender is a predictor of intention and entrepreneurial behavior. Analysis of these studies revealed that males have high intentions as compared to females. This is confirmed in a recent study by Nguyen (2018) and with previous studies that men demonstrate a higher level. Generally, women have been reported to have a lower level of intentions. The likelihood or preference of women to start their own business is low.

Table 10. Difference in the extent of readiness according to sex

Variable	Sex		U	p
	Male	Female		
Readiness	3.98	3.85	2766.0	0.458
	(0.29)	(0.53)		
Motivation	4.03	3.91	2731.5	0.387
	(0.34)	(0.55)		
Intention	3.94	3.82	2893.5	0.756
	(0.32)	(0.55)		

Difference in the extent of entrepreneurial readiness when grouped according to educational attainment.

Table 11 shows the significant difference in the extent of readiness [$\chi^2(5)=10.229$, $p=0.049$] in terms of motivation [$\chi^2(5)=13.529$, $p=0.019$] and intention [$\chi^2(5)=12.243$, $p=0.032$]. It implies that college graduates are more ready than other respondents. There is enough evidence to support the claim that educational attainment makes a difference in respondents' readiness towards the entrepreneurial activity. Hence, the null hypothesis is rejected. This resonates with Zulfiqar et al.'s (2017) contention that education provides knowledge and creates awareness and changes the attitude. Likewise, the intention to start a new business is likely to be found in individuals with higher educational attainment (Amoros & Bosma, 2014). There is a positive relationship between educational level and desire to be entrepreneurial (Herrington, Kew, & Kew, 2014).

Table 11. Difference in the extent of readiness according to educational attainment

Variable	Educational Attainment						x2	df	p
	Elementary Level	Elementary Graduate	High School Level	High School Graduate	College Level	College Graduate			
Readiness	3.66_a	3.88_a	3.97	3.94_a	3.91	4.16_b	10.229*	5	0.049
	(0.59)	(0.25)	(0.42)	(0.34)	(0.43)	(0.36)			
Motivation	3.72	3.87	4.01	3.96	4.04	4.25	13.529*	5	0.019
	(0.60)	(0.26)	(0.51)	(0.35)	(0.49)	(0.37)			
Intention	3.63	3.88	3.95	3.93	3.82	4.10_b	12.243*	5	0.032
	(0.61)	(0.27)	(0.40)	(0.38)	(0.46)	(0.43)			

Difference in the extent of entrepreneurial readiness when grouped according to business experience

Table 12 shows that there is no significant difference in the extent of readiness [$U=2284.5$, $p=0.072$] in terms of motivation [$U=2270.0$, $p=0.062$] and intention [$U=2312.0$, $p=0.087$]. It suggests that whether or not the respondents have business experience, they are ready both in their motivational and intentional aspects. There is no enough evidence to support that prior engagement in business will make a difference in their readiness. Therefore, the study fails to reject the null hypothesis. This does not concur with Nguyen's (2018) study, which affirmed that prior business experience does not support entrepreneurial intention.

Table 12. Difference in the extent of readiness according to business experience

Variable	Business Experience			
	With	Without	U	p
Readiness	3.94	3.76	2284.5	0.072
	(0.46)	(0.50)		
Motivation	3.99	3.81	2270.0	0.062
	(0.48)	(0.53)		
Intention	3.91	3.73	2312.0	0.087
	(0.49)	(0.51)		

Difference in the extent of entrepreneurial readiness according to entrepreneurial training

Table 13 shows the significant difference in the extent of readiness [U=1532.5, p=0.001] when grouped by entrepreneurial training. It indicates that those who have undergone entrepreneurial training are more ready. Their involvement in training makes a difference in their entrepreneurial readiness both in the motivational and intentional aspects. Thus, the null hypothesis is rejected. This affirmed the findings of Torrikka (2013) that training has a significant impact on decision-making, particularly on entrepreneurship aspects, such as intention, creation, and performance.

Table 13. Difference in the extent of readiness according to entrepreneurial training

Variable	Entrepreneurial Training			
	With	Without	U	P
Readiness	4.00	3.62	1532.5*	0.001
	(0.36)	(0.58)		
Motivation	4.05	3.69	1645.5*	0.003
	(0.41)	(0.62)		
Intention	3.97	3.59	1540.0*	0.001
	(0.37)	(0.59)		

Relationship between entrepreneurial competencies and readiness

Table 14 is the Spearman rank correlation that shows a significant relationship between entrepreneurial competencies and readiness [ρ(173)=0.464, p=0.000]. It indicates that both variables are significantly related. Likewise, the correlation coefficient signifies a positive relationship, which implies that with an increase in the competencies of the respondents, their readiness also increases. This means that a respondent who is entrepreneurially competent is also entrepreneurially ready. Their competency is a predictor of their readiness towards entrepreneurial activity. Developing the competencies of respondents would ultimately make them entrepreneurially ready. Thus, the null hypothesis is rejected. The result of the study is parallel to the findings of Kallas (2019) that one crucial aspect that determines readiness is competence, and a higher level of competency, motivation, and positive attitude leads to higher intentions of starting a business. Likewise, Santos, Caetano, and Curral (2013) also aver that entrepreneurial competencies and motivations impact intentions.

Table 14. Relationship between entrepreneurial competencies and readiness

Variable	ρ	df	P
Competency x Readiness	0.464	173	0.000

The economic advancement of beneficiaries is central to entrepreneurship and congruent with the human capital theory. Nevertheless, entrepreneurs are made, and its process requires an infusion of competencies. The profile of the beneficiaries, particularly education and training, should never be static to steer entrepreneurship since it would allow them to acquire fundamental knowledge, skills, and abilities related to it.

The theory of planned behavior is also validated. Their motivation and intention to engage in business is evident in the positive attitude, social reference, and belief in one's ability to control the endeavor. It also affirmed the entrepreneurial event model that controlling a person's intention to engage in business emanates from their perceived desirability and feasibility of the business. They are certain to take action on it.

5.0. Conclusion

The presence of higher education institutions is found to play a crucial role in community empowerment through its extension and community service unit. With its aim of improving the community's general well-being, the training programs afforded should be tailored according to the beneficiaries' prevalent needs.

The study offers evidence that necessitates appropriate business education in the program and shall form part of the training. It highlighted education and training to have a valuable effect since those who have higher educational attainment and undergone training was found to be entrepreneurially competent and ready. Consequently, the training should not only be technology-driven but, at the same time, should provide practical knowledge and skills from the lens of an entrepreneur to be an effective means of fostering self-sufficiency and self-reliance. In this light, the ECS unit may revisit the training design and consider changes to fit the outcome in the business context.

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Determinants of the Profits in Regional Development Banks in Indonesia

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ABSTRACT. Regional Development Banks (BPDs) should develop their regional governments' economy by increasing their performance. This study attempts to determine the effect of GCG and other variables on the banks' performance indicated by the profit. This study used 10 determiners as the independent variables such as NPL, LASSET, LTA, ETA, FBIR, TDR, LDR, NIM, DGCG, and GCGI, while the dependent variable is ROA. The data were taken from the BPD's financial reports from 2014 to 2019. There were 26 BPDs as the sample based on the stipulated criteria. The results show that NPL is an essential factor for increasing the banks' performance. Next, the time deposit ratio to total deposit also has a positive effect but not significant. The LTA ratio is negative but not significant, while GCGI has a significant effect. Therefore, NPL, and GCG are the dominant factors in determining the banks' performance. The modeling constant values are all significant, indicated by the risk level ranging from 36-40%. It can be concluded that NPL is an important variable in determining risk for banks, so is the GCG index that can also affect the banks' performance. Therefore, BPDs should pay attention to their NPL and GCG in order to increase their performance

1.0. Introduction

A regional development bank (BPD) is a financial institution established by the Indonesian government to encourage regional economic development. In this case, as the shareholder, the regional government is expected to strategically provide them with the role of making the economy better in their regional bureaucracy. According to Hill and Vidyattama (2016), after regional autonomy reformation, governance changes at the regional level are unbalanced and dynamic even though the political implications are very strong. This also implies that regional development everywhere is increasingly unequal.

Currently, the performance of regional government banks (BPDs) is not as good as expected due to some factors. This encourages them to focus more on their own regions. Therefore, the strategic value of these regional developments is currently being questioned. Their performance, in general, is still below the private banks and state-owned banks' performance. However, the regional development banks tend to have different governance characteristics, as Carrasco, Carrington, and Lee (2009) stated. Due to this fact, this study examines how the performance of regional development banks and the risks they face are associated with governance.

The following framework of Claessen and Yurtoglu (2013)—when the governance of a bank is good—also has an impact, including improvements in terms of performance, efficiency, and providing better financial access. Likewise, the pressure to get cheap funds is getting easier. Since it is with good governance, stakeholders can be glad because bank management's basic principles pay attention to investors' and stakeholders' interests. For example, when the governance is not good, it also affects the quality of assets and causes volatility. More seriously, it increases the risk.

There are many examples of bad governance that lead to the company's poor performance. Therefore, the researcher needs to examine whether the regional government banks' (BPDs) governance affects their performance. This study primarily tries to determine the effect of governance implementation on profits and risk management. It also provides additional literature on the local economy, especially related to how governance affects.

There are fundamental problems experienced by companies with political links or government link companies (GLC) such as BPD. According to Huang, Xie, Li, and Reddy (2016), there are at least three weaknesses of GLC, namely a small opportunity to compete widely, slow in market development, and competition with similar companies. Furthermore, they revealed the shortcomings of government-owned companies, namely decision making that is not purely for business interests. However, proximity to politics can be used by the GLC for business purposes.

Referring to Laeven and Levine (2009), Mongid and Muazaroh (2017), Williams (2014), and Love

(2011), this study discusses how the GCG implementation index affects the banks' performance in Indonesia. This study uses BPDs as the sample because these banks represent the characteristics of the banks that are owned by the government. They, generally, have little respect for governance. The research problem is formulated as follows: What factors contribute to the regional government banks' (BPDs) performance? This study aims to determine the effect of GCG implementation and other variables on earnings performance. This study provides benefits to BPD management to increase their performance.

2.0. Framework of the Study

It has been generally viewed that governance is very complicated. It requires several aspects, including transparency, accountability, independence, responsibility, and many others. All these have, in fact, a significant influence on business management. Due to being relatively limited in the literature, this study tries to provide some additional literature related to good corporate governance (GCG).

Daniri (2005) argued that GCG in Indonesia demands international institutions such as the IMF and the World Bank when the economic crisis occurred in 1997-1998. GCG is an important key for a company's success to grow and be profitable in the long term according to the wishes of stakeholders. Moreover, the Booz-Allen Survey in East Asia in 1998 showed that Indonesia had the lowest corporate governance index with a score of 2.88 or very low category. Thailand has a score of 4.89, Malaysia 7.72, and of course, Singapore is at the peak of 8.93. GCG is one of the causes of the downfall of companies during the Asian economic crisis.

Indonesia's authorities expect the banks to improve their GCG: such as GCG, as a crucial issue after the 1997-1998 crisis and bankruptcy. Studies on GCG and performance by Ayadi et al. (2019), Aebi et al. (2012), and Akhibe et al. (2017) are among them. All argued that the performance rises due to the implementation of governance. Evidence shows that governance will benefit shareholders. Beltratti and Stulz (2009) found that commissioners paying attention to the interests of shareholders did not perform well. However, the results found that the effect of risk and governance mechanisms is essential.

There have been some previous studies on agency problems. Ayadi, Ayadi, and Trebelsi (2019) found that banks carry out a tradeoff agency problem between governance mechanisms to reduce the intensity of agency conflicts between shareholders and managers. Besides that, the minimum capital regulation also significantly affects the banks' performance in Europe. However, Dewany (2015) shows the opposite, namely, the quality of GCG implementation in Islamic banks in Indonesia has no effect on the rate of return and financing risk but affects capital.

Moreover, the commissioners' role is important in GCG due to their tasks: the remuneration and compensation committee, the risk monitoring committee, and the audit committee. GCG provision is also quite strict, e.g., the prohibition of holding concurrent positions with directors. This study also focuses on the effect of GCG on risk. Previous researchers have extensively investigated this. The point remains on how to improve performance but a small relative risk.

GCG and performance in the past crisis were also discussed by Peni and Vehama (2012). The result is consistent that GCG has a negative effect on company performance. This happened before the crisis. The company took high risks so that when the crisis came, they had problems. When problems occurred, the decision-making process could not be carried out immediately (Essen, Engelen, & Carney, 2013).

CEO duality is associated with better performance, and the number of board subcommittees has a negative impact. However, such evidence may not be fully generalizable for companies in the financial sector. Other studies found that GCG also lowers credit risk. Therefore, this research focuses on these many differences/ contradictions. Nevertheless, GCG towards performance in the given pieces of literature can be either positive or negative. GCG towards risk was also discussed by Haryati and Kristijadi (2014). GCG is aimed at protecting investors, as was done by Bianchi et al. (2011). However, there is an opposite relationship that GCG increases risk. Of course, in the study on BPDs, the shareholders are irrelevant because very few go public (only 2 BPD banks go public). Syam and Nadja (2012) argue that the failure to implement GCG in the banking industry in developing countries is less GCG.

Other studies suggest that much riskier assets may require higher profits to compensate for the greater risk of default (Figlewski et al., 2012). Banks spreads can increase according to the higher

default risk (De Blas & Russ, 2013; Gelos, 2009; Saona, 2016). There is no impact on credit risk on bank profitability, which Lee also found (2017). In addition, ETA can increase higher profitability, consistent with the research of Ayadi and Boujelbene (2012), Ben Khediri and Ben-Khedhiri (2009), Dietrich and Wanzenried (2010), Flamini et al. (2009), Petria et al. al (2015), Roman and Dãnuleþiu (2013), Stanèiæ et al. (2014), Sastrosuwito and Suzuki (2012), Iramani et al. (2018), and Mishi and Khumalo (2019). In addition, better capital strength provides more effective business opportunities.

The GCG implementation and the ranking is based on eleven GCG indicators. Bank Indonesia Circular No. 15/15 / DPNP / 2013 lists 11 aspects. The bank conducts its own assessment to assess GCG, where the best is 1, and the worst is 5. The 11 aspects are 1) Implementation of the functions of the Board of Commissioners; 2) Implementation of Director functions; 3) Completeness and implementation committee 4) Dealing with conflicts of interest; 5) Implementation of bank compliance; 6) Implementation of the internal audit function; 7) Implementation of the external audit function; 8) Risk management and control system functions; 9) Provision of funds to related parties;10) Transparency of financial and non-financial conditions; 11) Bank strategic planning. In such a context, fee-based income is also considered an important factor affecting the ROA. Among the 11 aspects, this factor is congruent with the bank sector (Yaqinah, 2020).

Conceptually, it becomes very specific that BPD shareholders are local governments. GCG is very important for them. There have been some studies on GCG so far, but few are related to the banking sector. Sutopo et al. (2017) used corruption and political aspect towards BPD performance. Yet, the total deposit is also influential. The total deposit (TDR) in the context of corporate governance is also salient. It can also affect the ROA in some cases (Agustine & Rusliati, 2020). Besides that, Silaban (2017) also asserted in his study that Net Interest Income (NIM) also affects the bank's profitability or ROA.

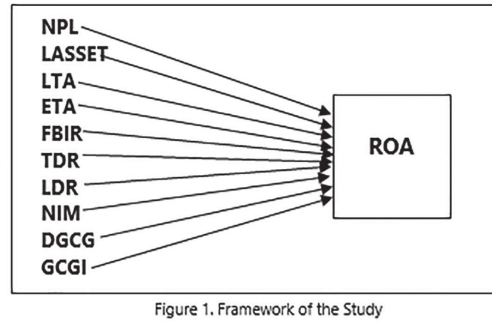

Figure 1. Framework of the Study

This study focuses more on the model applied by previous research such as by Iramani et al. (2018) and Ghalib (2018). It uses the GCG concept applied by Bank Indonesia or the Financial Services Authority. Among these aspects are NPL, LASSET, LTA, FBIR, TDR, LDR, NIM, DGCG, and GCGI, as described in the previous studies and theories related to Good Corporate Governance (GCG).

Using the panel model, the researcher tested the direction and relationship between GCG and BPD's performance, for providing support for the role of GCG to increase the Bank's performance and lower risk. For a clear conceptual framework, it can be shown in Figure 1.

As described in the background and the problems stated, the study hypothesized that:

1. NPL has a significant negative effect on ROA.
2. LTA has a significant effect on ROA.
3. Lasset has a significant effect on ROA.
4. ETA has a significant effect on ROA.
5. FBIR has a significant effect on ROA.
6. TDR has a significant effect on ROA.
7. LDR has a significant effect on ROA.
8. NIM has a significant positive effect on ROA.
9. The GCG dummy has a significant effect on ROA.
10. GCGI has a significant effect on ROA.
11. NPL has a significant negative effect on the I-Z-score.
12. TDR has a significant effect on the I-Z-score
13. LTA has a significant effect on the I-Z-score.
14. LASSET has a significant negative effect on the I-Z-score
15. DGCG has a significant effect on the I-Z-score
16. GCGI has a significant effect on the I-Z-score

3.0. Methods

Types and Sources of the Data. This study used secondary data collected from the banks' financial reports at the end of the financial reporting period. These financial reports were taken from the published reports by the banks and consolidated on the OJK website. For GCG data, they were obtained from banks' publications on the websites.

Operational Definitions of the Variables. The variables and their measurements are presented in Table 1. In total, there are 10 independent variables and two dependent variables.

Table 1: Variables and measurements

No	Variables	Definitions	Sources	Expectations
		Variable Dependent		
2	ROA	Profit / Total Asset	BS/IS	
3	I-Zscore	(ROA+ETA)/Standard Deviation ROA	BS/IS	
		Independent variable		
1	GCGI	Inverse GCG rating	GCG Report	Both
	DGCG	Dummy GCG, 1 if > average	GCG Report	Both
2	NPL	Problem Loan / Total Loan	BS/Quality report	Negative
3	NIM	(Interest Income – Interest Expenses)/Productive Asset	BS/IS	Positive
4	LASSET	Log Total Asset	BS	Both
5	ETA	Equity Capital / Total asset	BS/IS	Positive
6	CIR	Total operating expenses/ Total operating Revenue	IS	Negative
7	LTA	Loan / Total Assets	BS	Positive
8	CAR	Eligible Capital/ Risk Weighted Asset	BS	Positive
9	TDR	Time deposit / total deposit	BS	Negative
10	FBIR	Fee-based income / total operating income	IS	Positive

Population and the Sample. The population in this study was banks with legal status as the regional government banks (BPDs). Even though the banks have gone public and the majority ownership is public, they remain to be the BPDs. This study used a census so that all populations would be the sample in the study.

The criteria for selecting the sample are as the following: (1) Regional Development Bank (BPD); (2) the banks were still operating in the period 2014 to 2019, and (3) the banks have financial reports and the CGC Report as well.

Table 2. Banks with legal status as the regional government banks

No.	Names of the Banks	No.	Names of the Banks
1	Bank Aceh	14	BPD Maluku
2	BPD Bali	15	BPD Nusa Tenggara Barat
3	BPD Bengkulu	16	BPD Riau Kepri
4	Bank DKI	17	BPD Papua
5	BPD Jambi	18	BPD Riau Kepri
6	BPD Jawa Tengah	19	BPD Sulawesi Tenggara
7	BPD Jawa Barat and Banten	20	BPD Sulawesi Selatan and Sulawesi Barat
8	BPD Jawa Timur	21	BPD Sulawesi Tengah
9	BPD Kalimantan Timur	22	BPD Sulawesi Utara
10	BPD Kalimantan Tengah	23	BPD Sumatera Barat
11	BPD Kalimantan Barat	24	BPD Sumatera Selatan and Bangka Belitung
12	BPD Kalimantan Selatan	25	BPD Sumatera Utara
13	BPD Lampung	26	BPD Yogyakarta

Method of Data Selection. This study uses secondary data obtained from annual financial reports and GCG reports from BPD for 2014-2019. The data collection method uses the documentary method because the data required and collected is secondary data published by the OJK in published financial reports. Then this data is the year-end financial report. For GCG data, it is obtained from the bank's Self-Assessment Report and obtained at each bank's website.

Technique of Data Analysis. The analysis technique used is as follows:

1. Panel data regression. The consideration is that there are specific characteristics of each type of BPD as the following.

$$ROA_{it} = \alpha_{it} + \beta_1 GCGI_{it} + \beta_2 DGCG_{it} + \beta_3 NIM_{it} + \beta_4 LASSET_{it} + \beta_5 ETA_{it} + \beta_6 LTA_{it} + \beta_7 FBIR_{it} + \beta_8 NPL_{it} + \beta_9 TDR_{it} + \varepsilon_{it} \quad (1)$$

Description:

ROA = Profit/ Total Asset

α_{it} = Constant

β = Coefficient

GCGI = GCG Index

DGCG = GCG Dummy

NIM = Net Interest Margin

LASSET

ETA = Equity to Total Asset

LTA = Loan to total asset

FBIR = Fee Base Income

NPL = Non Performing Loan

TDR = Time Deposit / Total Deposit

2. In the selection process, the following tests were carried out:
   a. Chow test. It is a test to compare common effect models with fixed effects. If it is found that the common effects model is good, then the simple OLS model can be used. If the

fixed effect model is better, a choice between fixed and random was made through the Hausman test.

b. Hausman Test. It is a test that compares the fixed effect model with the random effect in determining the best model to use as a panel data regression model. This means that this test is to choose between fixed or random effect models for analysis.
c. Brusche-pagan test. It is used to choose between OLS and the Random Effect model. When the OLS model is good, the Heteroscedasticity is relatively low, so simple OLS is sufficient. When the results show that the random effect model is better than this is chosen, then the test results are used to ensure between choosing a random or fixed-effect model.

4.0. Results and Discussion

The result of collecting the data on BPD from 2013-2019 was 176 observations, as shown in Table 3. In general, there were no BPDs that suffered losses, even though there were BPDs whose profit rates were close to 0%. However, in general, the NPL performance was still below 5% on average even though there were several BPDs whose NPL levels exceeded the maximum limit of 5%. The loan is still the main source of investment where, on average, almost 70% of the asset is a loan.

Table 3. Result of data dispersion

Variable	Obs	Mean	Std. Dev.	Min	Max
NPL	176	2.60224	2.294965	0	10.32
LASSET	176	16.36645	.8509048	14.40182	18.50142
LTA	176	68.76127	5.815561	52.76829	80.26624
ETA	176	26.90264	6.671072	16.02668	49.32823
FBIR	176	18.51904	14.9239	2.61	51.3
TDR	176	34.4144	13.58904	7.1	68.6
LDR	176	94.78152	11.19351	70.77	128.43
NIM	176	8.63064	2.357682	.57	15.76
DGCG	169	.6190476	.4875595	0	1
GCG	169	3.621849	.5366499	3	5

Also, in general, BPD capital is quite strong where, on average, more than 25% of assets are financed from their own capital. This means that the BPD is sufficiently strong in the capital. Some BPDs in the expansion areas, because of the injection of capital from the new province, almost 50% of the assets are financed by their own capital.

FBIR to bank income is quite high, reaching 18%. Compared to private banking, the figure is still below the national banking average, which is above 25%. So far, there has been a misunderstanding regarding the source of BPD funds. Thus, deposit funds are quite high, reaching 34%, meaning that almost a third of BPD funds are expensive funds. As a result, BPD also carried out quite high intermediation, reaching 94%. BPD's net interest income is quite high, reaching 9%. However, some can reach 15% because they use regional government demand deposits with interest close to 0%. In terms of GCG implementation, in general, it is quite good, namely at least good with the lowest modified score of 3.

The evidence above supports Claessen and Yurtoglu (2013), revealing that capital impacts are not significant for providing better financial access. Also, the evidence provided by Carrasco, Carrington, and Lee (2009), arguing that GCG is an important factor for bank performance. Moreover, this is also supported by the findings of the studies by Laeven and Levine (2009), Mongid and Muazaroh (2017), Williams (2014), and Love (2011). They found that GCG has an impact on the bank's performance that is ROA.

Relationship between variables

The subsequent analysis is related to the relationship between variables, as presented in Table 4. In total, there is no TV between the independent variables and the dependent variable. All are below 50%. Therefore, the risk of multicollinearity is low. The highest ratio is between ROA and NPL, namely -43.44%. The relationship between the dependent variable, namely ROA and Z-score, is quite high because the Z-score compound originates from ROA.

ROA also refers to the bank's performance, and it is affected by NPL. In this case, it is also in line with Carrasco, Carrington, and Lee (2009)

Table 4. Correlation

ROA	NPL	LASSET	LTA	ETA	FBIR	TDR	LDR	NIM	DGCG	GCG	
ROA	1.0000										
NPL	-0.4344	1.0000									
LASSET	-0.3244	0.4369	1.0000								
LTA	0.1934	-0.1543	-0.0479	1.0000							
ETA	0.1444	-0.0461	-0.3316	-0.1087	1.0000						
FBIR	-0.1852	-0.0702	0.2560	-0.0513	-0.2416	1.0000					
TDR	-0.0573	-0.2509	0.0672	0.1629	0.0692	0.0670	1.0000				
LDR	0.2295	-0.1484	-0.3137	0.5989	0.7237	-0.2293	0.1393	1.0000			
NIM	0.1733	-0.0621	-0.1590	0.1047	-0.0212	-0.2697	-0.0230	0.0709	1.0000		
DGCG	0.0207	-0.0573	0.0671	-0.0573	-0.1260	0.2595	-0.1064	-0.1380	-0.1686	1.000	
GCG	-0.0212	-0.0476	0.0456	-0.0819	-0.1196	0.2935	-0.1564	-0.1509	-0.2121	0.9568	1.0000

As in Table 5, there is a consistency of the various models this study used. In the estimation using OLS regression, the NPL negatively affected a significant coefficient of 0.244 at 1 percent. The panel model fixed-effect and random effect produce almost the same coefficients that are all significant at 1%. Thus, the NPL has a negative effect on ROA. This is reasonable and understandable because NPL is a problem faced by banks. It implies that the relationship between NPL and Profit is negative.

Looking at the evidence above, NPL is considered salient. This also supports the previous studies such as those by Yaqinah (2020), Sutopo et al. (2017), Iramani et al. (2018), and Ghalib (2018). They found that NPL is an important factor to increase the bank's performance that is ROA.

The model uses the logarithmic variable of total assets as an indicator of the business scale. It shows that the value of the coefficient is negative but not significant. This means that the greater the BPD's assets, the lower the profits are. This can be interpreted by large BPDs, and those with small business scales have the opportunity to earn a profit. Loan to total assets (LTA) shows it has a positive and significant at the confidence level of 1 percent. It is the main source of income for the banks in Indonesia, especially BPD. Therefore, the banks that fail to manage credit risk will face serious problems. The result is evidently significant in all models.

The capital ratio (ETA) also shows a significant and positive coefficient of 44.60 and significant at 1 percent. The result is consistent across all models. This study uses ETA instead of CAR because it is more reflective of true capital. The Fee-Based Income Ratio (FBIR) has a negative and insignificant effect on ROA. This result is also consistent for both OLS and panel models.

Time deposit to total funds shows a negative 0.27 and a significance of 1 percent. Yet, for the FE model, the result is not significant. It is significant at 5%, showing that time deposits are expensive funds. The bigger they are, the more burdensome for the banks. Therefore, expensive funds have a negative effect on bank profits. This finding does not support the previous studies, such as those by Agustine and Rusliati (2020), Silaban (2017), Iramani et al. (2018), and Ghalib (2018). They found that ETA can affect the bank's performance. However, this study does not support it.

Table 5. Results of the estimate

Variable	Estimation Model			
	OLSROA	FEROA	REROA	GLM
NPL	-.244***	-.284***	-.251***	-.254***
LASSET	-.104	1.1	-.0574	-.0397
LTA	44.9***	42.4***	45.3***	45.3***
ETA	44.6***	35.5**	44.6***	44.3***
FBIR	-.00863	.0182	-.00674	-.0059
TDR	-.0267***	-.0162	-.0213*	-.0197*
LDR	-.306***	-.264**	-.309***	-.309***
NIM	.0624	.204***	.105*	.116**
DGCG	1.36*	.0758	.77	.639
GCG	-1.2	-.228	-.737	-.634
_cons	-4.26	-28.7**	-6.91	-7.63
R-Squared				
chi2		57.144	60.253	
df				
N	119	119	119	119
aic	350.082	275.161	.	.
bic	380.653	305.731	.	.
rank	11.000	11.000	11.000	11.000

LDR has a negative and significant at 1 percent, meaning the loan to deposit ratio gets higher while the profit will be lower. As it is known, BPD from its operations relies a lot on funds originating from APBD funds. It is in the low-cost demand deposits. However, due to the increased competition, the loan ratio to third-party funds, which is quite expensive, can have a negative impact.

NIM has no significant effect on OLS models, significant with a confidence level of 1%. The result is positive and significant at 5%. This means that the NIM change is significant to BPD's profit. The next is GCG towards the bank's performance that is often not linear. The dummy effect of GCG on BPD ROA is only significant in the OLS model. However, all models show a positive coefficient, meaning that good governance can increase profits. However, the effect of GCG on ROA is not significant. The result is negative but not significant, either.

NPL has a negative and significant effect at 1 percent, while the asset has a positive but insignificant effect. The greater the ratio of loan to total assets, the greater the profit is. Thus, the loan is the main business and the most profitable business for BPD in Indonesia. FBIR has a positive and significant at 1 percent. With the stronger the capital, the bank is more profitable. It is not significant but positive. Thus, the FBI does not affect profitability at BPD. The TDR has a negative but not significant. On the contrary, for the LDR, the results show that the liquidity ratio is negative and significant at 1 percent. Thus, the liquidity ratio in this context reduces profits because of negative efficiency.

NIM has a positive and significant at 1 percent and reasonable because, with a high NIM, profits will increase. Thus, the higher the interest margin, the higher the profit is. The GCG index shows a negative but not significant effect. This consistency shows that better GCG has a negative effect on the bank's performance. The NPL has a negative and significant effect at 1 percent. Yet, assets have a negative but not significant. Also, the ratio of loan to total assets has a positive and significant effect at 1 percent. It means that it is consistent. For the fee-based income, the result is negative but not significant, while for a time deposit, it is negative and significant at 5 percent.

This is special for NPL and GCG that supports the previous studies while the other four factors, such as FBIR, NIM, TDR, and LDR, do not. This finding for the three factors they are not influential. They are not significant.

For LDR, this has a very significant effect with a coefficient of 0.31 and significant at 1 percent while NIM is significant at another 10 percent for GCG, which is measured, both the dummy and the index, but the result is not significant. To test whether this model is good enough, a robustness test

was done by estimating using the generalized linear model (GLM) model. The result is consistent with all previous models. The consistent estimate of financial performance for BPD is reliable. All are consistent with the previous model. GLM result also shows there is no different direction coefficient. With this robustness test, it can also be judged that the model used in this study is good enough.

In general, based on the analysis, this study provides evidence that the factors of NPL and GCG are the two important factors for increasing the bank's performance that is ROA. This ROA is important, and this is in line with the previous studies by Sutopo et al. (2017), Iramani et al. (2018), and Ghalib (2018) also by Yaqinah (2020), Sutopo et al. (2017), Iramani et al. (2018), and Ghalib (2018). Besides that, GCG is also an important factor, and this is also in line with the previous studies by Claessen and Yurtoglu (2013), Sutopo et al. (2017), Iramani et al. (2018), and Ghalib (2018).

5.0. Conclusion

NPL has a negative and significant effect on ROA with a confidence level of 1 percent. The higher the NPL, the higher the BPD's risk, and the lower the performance is. Thus, NPL significantly affects the bank's performance. The time deposit ratio variable to total deposit is positive but not significant. Meanwhile, the ratio of loan to total assets is negative but not significant. Thus, the higher the ratio of loan to total assets (LTA), the smaller the BPD's risk is.

The evidence above shows that loan has a negative effect on risk. For GCG, the dummy shows a significant result, meaning that the higher the GCG, the lower the risk. For the GCG Index, the result is also significant and negative at 5 percent, meaning that GCG has a negative and significant effect on the bank's risk. The GCG index shows a negative and significant 5 percent. This also means that GCG has a negative effect on risk. Meanwhile, for assets, it is negative but not significant.

The OLS model or feed-effect, or random-effect, in general, is consistent. The NPL is significant in all models, so is GCG, it is significant. The result is that the NPL is consistently significant, and the GCG index is significant at 5 percent, which indicates that GCG is dominant in determining risk.

The most interesting is the modeling constant values that are all significant. There is a certain pattern of risk levels ranging from 36-40%. Again, the most evidential in this study is the important factors of NPL and GCG that have affected the bank's performance that is ROA. In other words, NPL and GCG are the influential variables for increasing the bank's performance indicated by its ROA.

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English Proficiency and Sequencing Skills in Narrative Writing of Public High School Students

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ABSTRACT. This descriptive-comparative research explored the level of grammar proficiency and sequencing skills in narrative writing of the Grade 7 students. Specifically, it sought to determine the significant difference in the level of grammar proficiency and sequencing skills. The 308 Grade 7 students selected through stratified proportional sampling answered the researcher-made instrument. The findings revealed that the students have a low level of grammar proficiency and average level in sequencing skills as a whole. Moreover, a significant difference exists in the level of grammar proficiency and the level of sequencing skills of students when grouped according to academic performance in English and track, while no significant difference exists when the students are classified according to sex. The results imply that students can sequence events in a narrative. However, they find difficulty in writing grammatically correct sentences. With this, instructional materials may be designed to develop the students' proficiency in writing.

1.0. Introduction

The world now is seen as the "Knowledge and Skills Age," where the challenge of education is to prepare learners to deal with the challenges of the changing world. Hence, 21st-century learners are expected to possess core knowledge and practical skills that prepare them for the global economy as they plunge into the workforce after graduation (Pederson, 2017). To be globally-competitive individuals, students must first possess the ability to use fluently and effectively the universal language, which is English in both writing and speaking. The use of English in any form of communication opens opportunities regardless of one's color, ethnicity, and background (Rajaendram, 2015).

At school, students are immersed in different learning activities to develop their communicative skills in writing. When acquiring knowledge and sharing it with others, students tend to apply their communicative skills to write comprehensive texts. They must be able to employ proficiency in grammar in their writings. Grammar proficiency refers to the ability to analyze the appropriateness and correctness of a verbal expression with specific reference to grammatical rules (Barraquio, 2015).

Students' logical way of sequencing their thoughts in writing is of great importance (Trapman, Gelderen, Schooten, & Hulstijn, 2018). In this way, ideas will be clearly stated and understood. Sequencing is a skill that contributes to the students' ability to identify, recall, and express a logical order of events and ideas (Gunther, 2018). Thus, communicative skills in writing require lexical knowledge and knowledge of grammatical rules (Leikin, Ibrahim, & Eghbaria, 2014; Verhoeven, 2004) and knowledge on how to organize and sequence linguistic units to convey a message.

Unfortunately, despite the educational efforts exerted by classroom teachers, students still face difficulties in writing (Alliance for Excellent Education, 2006; Hofman, Spijkerboer, & Timmermans, 2009; Salahu-Din, Persky, & Miller, 2008). These writing difficulties are due to students' lack of vocabulary, poor knowledge and understanding of grammatical structures (Farroq, 2012), and inability to sequence ideas logically and chronologically (Pyykkonen & Jarviki, 2012).

Several studies have probed on students' writing proficiency and acknowledged that students lack sufficient writing skills due to poor knowledge of grammatical structures (Saddler & Graham, 2007 cited in Trapman et al., 2018) and sentence cohesions (Ghasemi, 2013). However, studies focusing on the sequencing skills and the difference in the writing and grammar proficiency of high-achieving and low-achieving students are scarce. These differences are significant for the educational leaders to direct specific interventions to a group of students to foster proficiency in grammar and sequencing skills in writing.

These concerns prompted the researcher to investigate the grammar proficiency and sequencing skills in narrative writing of Grade 7 students of Sagay National High School – Main, for the School Year 2018-2019. Further, the study sought to determine if there is a significant difference in the level of grammar proficiency and sequencing skills as a whole and grouped according to academic

performance in English, sex, and track. This research study ventured to add to the scarce literature in learner corpora researches. As an output of this study, the researcher sought to design instructional materials containing the necessary contents and activities that will develop students' grammar proficiency and sequencing skills and enhance their skills in writing different types of texts based on the English 7 curriculum guide.

2.0. Framework of the Study

This study assumed that grammar proficiency and sequencing skills are factors of success in narrative writing. Writing proficiency is the measure of academic and professional success (Kellogg & Raulerson, 2007, cited in Maniego, 2016). This is achieved if the students grasp the grammatical rules and the ability to sequence ideas logically. Michael Halliday's Theory of Functional Grammar (1973) and Noam Chomsky's Transformational-Generative Grammar Theory (1956) are relevant to this study. The theory of functional grammar views language as an interrelated option in making meaning. Language is viewed as functional for the structure of a language is best analyzed and understood concerning each word's functions. Therefore, in constructing meaning out of the text, semantic, syntactic, and pragmatic functions are considered (Halliday, 1973). Halliday's theory of Functional Grammar explains how written texts express meaning and how the sources of language are systematically organized in free and open systems and functionality bound to meaning. The principal aim of functional grammar is to present the grammatical system as a source for making meaning (Halliday, 1973); thus, grammar is not just systemic, but systemic functional.

In connection to Halliday's theory of functional grammar, Noam Chomsky's Transformational-Generative Grammar Theory (1956) is a system of language analysis that emphasizes the relationship among the elements of a sentence. Further, it tries to show the system of rules that students use in forming grammatical sentences (Mao, 2012). Transformational- Generative Grammar Theory considers the importance of language competence to create and understand newly generated sentences derived from grammatical knowledge (Kyle, 2016). Grammar helps shape utterances, sets boundaries for what is acceptable, and ensures that what is expressed is understood. Therefore, sentences are composed and structured based on acceptable grammatical systems (Maniego, 2016; Kyle, 2016).

The theories on Functional Grammar and Transformational-Generative Grammar are relevant to this research study since both emphasize grammatical competence, knowledge, and proficiency in constructing grammatically correct sentences. The researcher adopts the notion of grammar proficiency as knowledge of grammatical rules as Moghtadi et al. (2014) posited that lexical and syntactic knowledge is the clearest example to represent grammar proficiency. The knowledge of grammatical rules and the ability to sequence ideas shall be applied in writing any kind of text.

3.0. Methods

This study used a descriptive-comparative research design. Descriptive research was used to collect data relevant to the level of grammar proficiency and level of sequencing skills of the students. On the other hand, the comparative research design was utilized to establish significant differences in the level of grammar proficiency and sequencing skills of the students when grouped according to the variables of academic performance in English, sex, and track.

The respondents of the study were the Grade 7 students of Sagay National High School enrolled during the School Year 2018 – 2019. The Grade 7 populace consists of four (4) programs – Regular class; Science, Technology, Engineering and Mathematics (STEM); Special Program in the Arts (SPA); and Strengthened Technical Vocational Education Program (STVEP). Since SNHS - Main has 1,544 Grade 7 students, stratified proportional sampling was used. The sample size obtained was 308.

Moreover, the study used a researcher-made instrument, a test paper divided into two parts. The first part lets the students fill out data for demographic profiling. In contrast, the second part is a narrative writing activity and sequencing activity. In the narrative writing activity, a set of pictures was provided in the test instrument, which served as the students' guide in constructing their narrative paragraph. This narrative writing activity is patterned after the test of spoken English, which uses a picture story. A picture story is a classroom activity where students are tasked to develop a narrative out of the pictures shown or flashed (Shurbaji, 2014). For the sequencing activity, there were five (5) statements that showed a series of events, and the students' task was to arrange the sentences in chronological order.

The researcher ensured the validity of the test instrument by asking five (5) jurors to validate the test instrument using the Good and Scates' evaluation form. The test questionnaire has an average of 4.82, which was interpreted as very good. After the test instrument was validated, the researcher secured written permission from the Schools Division Superintendent of Sagay City and the school principal of Sagay National High School to conduct the test.

The data collected from the respondents were subjected to descriptive and comparative analysis. Descriptive analysis was used for data on the level of grammar proficiency and sequencing skills. They needed analysis to describe, show, or summarize the data in a meaningful way. In answering the question on the level of grammar proficiency in terms of subject-verb agreement, tenses of the verb, prepositions, connectors, and the level of sequencing skills of the Grade 7 students, the statistical tool used was mean.

The comparative analysis was used for data to establish a significant difference as they demanded that the data analyzed be generalized so that prediction or decision may be made of the sample. For the statistical tool, the data was subjected to the One-Way ANOVA (Analysis of Variance) for academic performance in English and tracks while the Independent Sample t-Test was used for sex.

Furthermore, this study emphasized the ethical considerations and protocols in conducting the research. The voluntary participation of the respondents was considered important and through informed consent. Lastly, the researcher assured the research participants of the privacy of their identity and other personal information. The researcher followed the approved procedures in conducting the research instrument and maintained objectivity in the analyses and discussions throughout the research study.

4.0. Results and Discussion

Level of grammar proficiency

As indicated in Table 1, the level of grammar proficiency as a whole (M=2.28, SD=1.32) is low. The students have low mean values in subject-verb agreement (M=1.88, SD=1.56), tenses of the verb (1.96, SD=1.56), and prepositions (M=2.35, SD=1.58), and average mean value in connectors (M=2.96, SD=1.82). This implies that students barely construct sentences in their narrative text with correct subject-verb agreement, consistent tenses of the verb, and correct use of prepositions and connectors. The same difficulties were faced by the respondents of the research studies conducted by Malaca-Sistoza (2016), Hamed (2014), and Fuentes (2011).

Moreover, the results of this study are supported by the findings of Barraquio (2015), which revealed that the grammar proficiency of the students of Letran Calamba College was low. However, this study's results contradict the findings of Fuentes' (2011) study, which revealed that the Sped High School students have a high level of grammar proficiency.

Furthermore, the results of the study, as supported by the related literature, show that students' low grammatical proficiency affects students' ability to write a grammatically correct narrative text. Thus, students have difficulty in writing grammatically correct sentences.

Table 1. Level of grammar proficiency

Track	N	M	SD	Interpretation
As a whole				
Subject-verb agreement		1.88	1.56	Low
Tenses of the verb	308	1.94	1.56	Low
Prepositions		2.34	1.58	Low
Connectors		2.96	1.52	Average
Grammar proficiency		2.28	1.31	Low

Mean scale: 0.00-1.20 very low, 1.21-2.40 low, 2.41-3.60 average, 3.61-4.80 high, 4.81-6.00 very high

Table 2 shows the level of grammar proficiency of the Grade 7 students when grouped according to academic performance in English. As indicated, outstanding students in English (M=3.86, SD=1.43) and very satisfactory students in English (M=2.64, SD=0.99) have high and average level of grammar proficiency, respectively. Other respondents have a low level of grammar proficiency. Outstanding students in English have an average level of proficiency in subject-verb agreement (M=3.31, SD=1.95) and tenses of the verb (M=3.40, SD=1.96) and a high level of proficiency in prepositions (M=4.38, SD=1.61) and connectors (M=4.36, SD=1.43) while the remaining respondents have a level of proficiency ranging from very low to low in the four areas of grammar.

The results signify that while outstanding students in English were able to construct their narrative texts proficiently, very satisfactory, satisfactory, and fairly satisfactory students in English faced minor to major errors in subject-verb agreement, tenses of the verb, and the use of prepositions and connectors. Moreover, the results imply that students' academic performance in English as a whole is greatly influenced by the students' grammatical proficiency.

The results are supported by the studies conducted by Fuentes (2011) and Malaca-Sistoza (2016). The former revealed that the 4th year students found difficulty in the areas of tenses and consistency of the tenses of the verb. In contrast, the latter found out that the Fourth year English major students of the Cagayan State University, Gonzaga Campus have committed major errors in subject-verb agreement. This means that the students found difficulty in constructing texts with correct subject-verb agreement and consistent tenses of the verb.

In addition, the results also imply that students' level of grammar proficiency affects their academic performance in English. This is supported by the statement of Martirosyan et al. (2015) that difficulty in writing using English affects students' academic performance. English 7 follows the prescribed curriculum guide that contains competencies divided into eight domains – reading comprehensions, listening comprehensions, viewing comprehensions, vocabulary, writing and compositions, oral language fluency, and grammar awareness – and grammar is just one among the domains that the teachers assess and evaluate if the students have mastered. As revealed in the results, though grammar is just one of the eight domains, it still affects students' writing proficiency. Indeed, correct use of grammar is the key indicator of academic success (Kello & Raulerson, 2007).

Table 2. Level of grammar proficiency according to academic performance in English

Areas	Outstanding			Satisfactory			Very Satisfactory			Fairly Satisfactory		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
Subject-verb agreement	3.31	1.95	Ave	2.17	1.33	Low	1.42	1.36	Low	1.12	1.12	VL
Tenses of the verb	3.40	1.96	Ave	2.23	1.31	Low	1.77	1.36	Low	1.21	1.13	VL
Prepositions	4.38	1.51	High	2/75	1.31	Ave	2.03	1.26	Low	1.38	1.02	Low
Connectors	4.36	1.61	High	3.42	1.41	Ave	2.68	1.25	Low	2.23	1.25	Low
Grammar proficiency	3.86	1.43	High	2.54	0.99	Ave	2.05	1.08	Ave	1.48	0.91	Low

Mean scale: 0.00-1.20 Very Low (VL), 1.21-2.40 Low, 2.41-3.60 Average (Ave), 3.61-4.80 High, 4.81-6.00 Very High

As shown in Table 3, females (M=2.38, SD=1.33) are higher than males (M=2.20, SD=1.31) in grammar proficiency. However, both of the sexes have low mean value. Females have an average level in the areas of prepositions (M=2.45, SD=1.63) and connectors (M=3.16, SD=1.57), and a low level in the remaining areas of grammar. On the other hand, males have an average level in connectors (M=2.79, SD=1.46) while low in the remaining areas of grammar.

The results show that male students have difficulties in constructing a narrative text with the awareness of grammar rules, resulting in a low level of grammar proficiency. Contrariwise, females have difficulties constructing a narrative text showing correct subject-verb agreement and tenses of the verb resulting in a low level of grammar proficiency. The same results were reflected in the study conducted by Farooq, Uzair-Ul-Hassan, and Wahid (2012). It was found out that both sexes have difficulties in writing due to lack of grammatical proficiency, which, in this current study, is

classified into a subject-verb agreement, consistent tenses of the verbs, correct use of prepositions, and connectors.

Both sexes have difficulties in writing a narrative text with proficiency in the different areas of grammar. However, this study also found out that females are a bit higher than males in grammar proficiency, which is the same as the findings of the study conducted by Lange, Euler, and Zaretsky (2016) and Zhang (2014), indicating that girls have higher language competence than boys.

Table 3. Level of grammar proficiency according to sex

Areas	Male			Female		
	M	SD	Int	M	SD	Int
Subject-verb agreement	1.85	1.61	Low	1.91	1.49	Low
Tenses of the verb	1.91	1.64	Low	1.98	1.47	Low
Prepositions	2.25	1.52	Low	2.45	1.63	Ave
Connectors	2.79	1.46	Ave	3.16	1.57	Ave
Grammar proficiency	2.20	1.31	Low	2.38	1.33	Low

Mean scale: 0.00-1.20 Very Low (VL), 1.21-2.40 Low, 2.41-3.60 Average (Ave), 3.61-4.80 High, 4.81-6.00 Very High

Table 4 presents the level of grammar proficiency when the students are grouped according to track. As shown, STEM (M=4.22, SD=1.36) and SPA (M=3.75, SD=1.50) have a high level of grammar proficiency. In contrast, STVEP (M=2.68, SD=0.75) and Regular (M=1.77, SD=1.11) have average and low levels of grammar proficiency, respectively. In the area of connectors, STEM has a very high level (M=5.07, SD=1.15), and SPA has a high level (M=4.55, SD=1.81) of proficiency. Both have high proficiency in prepositions, and only the STEM has a high level in tenses of the verb (M=3.64, SD=1.85). Other tracks have a level of proficiency ranging from low to average in the areas of grammar.

The results indicate that STEM and SPA students with high level of grammar proficiency have committed minimal errors in writing their narrative texts. Therefore, students from both tracks grasp the grammar rules and the ability to construct sentences with correct subject-verb agreement, consistent tenses of the verb, and correct use of prepositions and connectors. Meanwhile, STVEP and regular having a low level of grammar proficiency, barely construct their narrative texts due to their difficulties in the specific areas of grammar. The results show that the students from STEM and SPA do better in writing grammatically correct sentences than those from STVEP and Regular. Therefore, more writing and grammar-focused activities should be given to the latter to develop grammar proficiency.

In an investigation on grammar proficiency of UNOR college students, Aboy (2014) found out that the grammar proficiency of the students from the College of Engineering was high. In another study on grammar proficiency, Zhang (2014) found that students from art class were also found to have a high level of grammar proficiency. The findings of the study conducted by Aboy (2014) and Zhang (2014) support the results of this study that STEM students, who are specializing in Engineering and Mathematics, and SPA students, who are specializing in Arts, have a high level of grammar proficiency.

The findings imply that students, regardless of what track they are from, shall have the grammar and language competence to help them express their thoughts, whether in writing and speaking. Language competence shall be emphasized to create and understand newly generated sentences derived from grammatical knowledge (Kyle, 2016). That is why developing students' competence and proficiency in writing is one of the main concerns of ESL Filipino teachers, for excellent communication skills are necessary for this highly competitive world (Aboy, 2014).

Table 4. Level of grammar proficiency according to track

Areas	STEM			SPA			STVEP			Regular		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
Subject-verb agrmt.	3.46	1.86	Ave	3.11	2.20	Ave	2.44	0.98	Ave	1.37	1.40	Low
Tenses of the verb	3.64	1.85	Hi	3.22	2.11	Ave	2.48	0.99	Ave	1.42	1.39	Low
Prepositions	4.71	1.58	Hi	4.11	1.27	Hi	2.59	0.98	Ave	1.82	1.38	Low
Connectors	5.07	1.15	VH	4.55	1.81	Hi	3.19	0.90	Ave	2.49	1.42	Ave
Grammar proficiency	4.22	1.36	Hi	3.75	1.50	Hi	2.68	0.75	Ave	1.77	1.11	Low

Mean scale: 0.00-1.20 Very Low (VL), 1.21-2.40 Low, 2.41-3.60 Average (Ave), 3.61-4.80 High, 4.81-6.00 Very High

Level of sequencing skills

Table 5 shows that the students' sequencing skills as a whole are average (M=3.01, SD=1.57). This means that the Grade 7 students wrongly sequenced three particular events in chronological order. When the students are grouped according to academic performance in English, the results show that outstanding students in English (M=4.38, SD=1.13) have a high level of sequencing skills and fairly satisfactory students in English (M=2.17, SD=1.23) have a low level of sequencing skills. Others have an average level.

The results supported the study that probed the students' sequencing skills with high comprehension and low comprehension skills. Gouldthorp, Katsipis, and Mueller (2018) found out that students with high comprehension have a high level of sequencing skills and students with a low level of comprehension have a low level of sequencing skills. High comprehenders produced more accurate sequences than low comprehenders in all the aspects of the sequencing task. Therefore, students' ability to sequence events in a narrative text is an indicator of students' level of comprehension that surely will affect their academic performance in English.

When grouped according to sex, both of the sexes have an average level of sequencing skills. However, females (M=3.15, SD=1.53) are a bit higher than males (M=2.88, SD=1.53), which means that females easily identify the relations between and among the series of events. This finding could be further justified by Zhang's (2014) investigation on the use of connectors in the writings of the students. It was found out that females use logical connectives correctly than males. In relation to the study, females were able to easily sequence events in chronological order. They were able to identify logical connectives to connect a series of events to form a narrative text than males. Students' knowledge is an aid in sequencing a series of events in a narrative text in chronological and logical order.

When categorized according to track, STEM students (M=4.79, SD=0.50) and SPA (M=3.67, M=1.66) have a very high and a high level of sequencing skills, respectively. Contrastingly, the students from the remaining tracks have an average level. STEM is considered to be scientifically and intellectually gifted for subjects offered in the track are advanced, SPA students are considered artistically gifted, STVEP students are technically and vocationally gifted, and general track students are considered generalists. This study's results show that school-labeled intellectually gifted students have a very high level of sequencing skills in narrative writing. The same result was yielded in the study conducted by Abelman (2004), which revealed that school-labeled intellectually and artistically gifted students have higher sequencing skills than students not labeled as such.

Table 5. Level of sequencing skills

Variable	M	SD	Interpretation
Academic performance			
Outstanding	4.38	1.13	High
Very satisfactory	3.42	1.45	Average
Satisfactory	2.86	1.61	Average
Fairly satisfactory	2.17	1.23	Low
Sex			
Male	2.88	1.53	Average
Female	3.15	1.62	Average
Track			
STEM	4.79	0.50	Very High
SPA	3.67	1.66	High
STVEP	2.97	1.68	Average
Regular	2.74	1.46	Average
As a whole	3.01	1.57	Average

Mean Scale: 0.01-1.49 Very Low, 1.50-2.49 Low, 2.50-3.49 Average, 3.50-4.49 High, 4.50-5.00 Very High

Difference in the level of grammar proficiency

As shown in Table 6, there was a significant difference in the level of grammar proficiency [F(3,304)=53.72, p=0.00] and in the areas of subject-verb agreement [F(3,304)=26.30, p=0.00], tenses of the verb [F(3,304)=26.59, p=0.00], prepositions [F(3,304)=62.49, p=0.00], and connectors [F(3,304)=53.72, p=0.00] when grouped according to academic performance.

The p-value of the outstanding, very satisfactory, satisfactory, and fairly satisfactory students is <0.05, which shows a significant difference in the level of grammar proficiency and the areas of subject-verb agreement, tenses of the verbs, prepositions, and connectors.

Since there was a significant difference, post hoc was made. Utilizing the Scheffe Method, the table of multiple comparisons shows that outstanding students in English differed significantly with very satisfactory, satisfactory, and fairly satisfactory students; very satisfactory students in English differed significantly with satisfactory and fairly satisfactory students; and satisfactory significantly differed with fairly satisfactory students in the level of grammar proficiency and the areas of subject-verb agreement, tenses of the verb, prepositions, and connectors.

This signifies that students, when grouped according to their academic performance in English, differed significantly in their level of grammar proficiency and in the areas of subject-verb agreement, tenses of the verb, prepositions, and connectors. Therefore, the quality of the narrative texts crafted by the students vary and are influenced by their academic performance in English and otherwise. The results of the study further tell us that among the areas in the English subject, the students' grammatical proficiency affects their performance and competence in English.

Trapman's (2018) study on the writing proficiency level and writing development also found the same result that high-achieving students create a significant difference with low-achieving students when it comes to language proficiency in writing, which means high-achieving students were more proficient in writing compared to low-achieving students. Tedick (2010), cited in Laureta (2018), also investigated the significant difference in the grammar proficiency levels of advanced, intermediate, and beginning groups. It was found out that intermediate and advanced groups created a difference with the beginning group showing that the independent variable influenced the dependent variable. These two related studies concurred and agreed with the results that this current study reveals.

Table 6. Difference in the level of grammar proficiency according to academic performance in English

Academic Performance	df	M	SD	F	p
Subject-verb agreement					
Outstanding		3.31	1.95		
Very Satisfactory	3, 304	2.17	1.33	26.30	0.00
Satisfactory		1.72	1.36		
Fairly satisfactory		1.12	1.12		
Tenses of the verb					
Outstanding		3.40	1.96		
Very Satisfactory	3, 304	2.23	1.31	26.59	0.00
Satisfactory		1.77	1.36		
Fairly satisfactory		1.20	1.13		
Prepositions					
Outstanding		4.38	1.51		
Very Satisfactory	3, 304	2.75	1.31	62.49	0.00
Satisfactory		2.03	1.26		
Fairly satisfactory		1.38	1.02		
Connectors					
Outstanding		4.36	1.61		
Very Satisfactory	3, 304	3.42	1.41	29.31	0.00
Satisfactory		2.68	1.25		
Fairly satisfactory		2.23	1.25		
Grammar proficiency					
Outstanding		3.86	1.43		
Very Satisfactory	3, 304	2.64	0.99	53.72	0.00
Satisfactory		2.05	1.08		
Fairly satisfactory		1.48	0.91		

Note: The mean difference is significant at the 0.05 level.

Table 7 shows the results of the independent samples t-test used to determine the significant difference in the level of grammar proficiency of the Grade 7 students when they are grouped according to sex. There was no significant difference in the level of grammar proficiency [t(306)=1.15, p=0.25] and in the areas of subject-verb agreement [t(306)=0.33, p=0.75], tenses of the verb [t(306)=0.37, p=0.71], and prepositions [t(306), p=0.27]; however, there was a significant difference in the area of connectors [t(306)=2.12. p=0.03] when grouped according to sex.

The result of the p-value in the level of grammar proficiency and the areas of subject-verb agreement, tenses of the verb, and prepositions are greater than 0.05, and this means that there is no significant difference in the level of grammar proficiency in terms of subject-verb agreement, tenses of the verb, and prepositions when the students are grouped according to sex. This implies that the sex of a person does not greatly affect the proficiency of the students in constructing narrative text with the knowledge of grammatical rules. Though the grammar competence between the males and females varies, both sexes have the same level of grammatical proficiency in narrative writing.

The findings of this study are different from the findings of the study of Farooq, Uzair-Ul-Hassan, and Wahid (2012) on the opinion of second language learners about the writing difficulties in the English language among students in Pakistan. The study indicated a significant difference between the proficiency of students when they were grouped according to sexes. This means that females faced more difficulties in writing using the English language than male students. A significant difference between the sexes was also the result of the study of Lange, Euler, and Zaretsky (2016) on the sex differences in language competence and Barraquio (2015) on grammar proficiency. While Farooq et al. (2012) posited that females faced more difficulties in writing than males showing that males have higher language competence than females, Lange et al. and Barraquio argued that females created a mean difference with males in grammar and language proficiency.

However, the p-value of males and females in the area of connectors is <.05, which means there is a significant difference in the proficiency in the use of connectors of the students when grouped according to sex. Female students, therefore, significantly differed from men. Females use logical connectives correctly than males (Zhang, 2014).

Table 7. Difference in the level of grammar proficiency according to sex

Areas	Sex		df	t	p
	Male	Female			
Subject-verb agreement	1.85 (1.61)	1.91 (1.49)	306	0.33	0.75
Tenses of the verb	1.91 (1.64)	1.98 (1.47)		0.37	0.71
Prepositions	2.25 (1.52)	2.45 (1.63)		1.11	0.27
Connectors	2.79 (1.46)	3.16 (1.57)		2.12	0.03
Grammar proficiency	2.20 (1.31)	2.38 (1.33)		1.15	0.25

Note: The mean difference is significant at the 0.05 level.

Table 8 shows the *analysis of variance* (ANOVA) used to determine the significant difference in the level of grammar proficiency of the Grade 7 students when they are grouped according to track. There was significant difference in the level of grammar proficiency [F(3,304)=54.28, p=0.00] and in the areas of subject-verb agreement [F(3,304)=27.49, p=0.00], tenses of the verb [F(3,304)=29.86, p=0.00], prepositions [F(3,304)=47.18, p=0.00], and connectors [F(3,304)=38.19, p=0.00] when grouped according to track.

The p-value among the STEM, SPA, STVEP, and regular students is <0.05 which shows a significant difference in the level of grammar proficiency and the areas of subject-verb agreement, tenses of the verbs, prepositions, and connectors. Since there was a significant difference, post hoc was made. Utilizing the Scheffe Method, the table of multiple comparisons shows that STEM significantly differed from the STVEP and Regular, and SPA and STVEP significantly differed from the regular in subject-verb agreement areas and tenses of the verb. For the level of grammar proficiency and in the areas of prepositions and connectors, STEM and SPA significantly differed with STVEP and Regular, and STVEP significantly differed with Regular.

The results imply that the tracks chosen of the students influenced their level of grammar proficiency in terms of subject-verb agreement, tenses of the verb, prepositions, and connectors. Therefore, the students' level of grammar proficiency when grouped according to track varies, showing that a certain group of students needs specific teaching and learning approach, so proficiency in grammar and writing will be developed. Such findings are congruent to the findings of the research study conducted by Aboy (2014), which revealed that criminal justice education students differed significantly from the students from other colleges. Thus, the course chosen affected their level of grammar proficiency. Indeed, varied teaching strategies are needed to address the students' specific needs and difficulties.

Meanwhile, different results yielded in the study probed by Barraquio (2015) on the grammar proficiency of Colegio de San Juan de Letran Calamba students. In the investigation, the researcher found out that there was no significant difference in the students' level of grammar proficiency when grouped according to the degree of programs. But, the Engineering students' mean value was a bit higher compared to the mean values of the other programs. This means that the chosen program of the college students did not significantly affect and influence their proficiency in grammar. Pablo and Lasaten (2018) also noted in the results of their study on writing difficulties and the quality of academic essays of students that students from specialized programs created a difference from students from non-specialized programs, which would mean that the former have a better quality of writings than the latter.

Table 8. Difference in the level of grammar proficiency according to track

Track	df	M	SD	F	p
Subject-verb agreement					
STEM		3.46	4.86		
SPA	3, 304	3.11	2.20	27.49	0.00
STVEP		2.44	0.98		
Regular		1.37	1.40		
Tenses of the verb					
STEM		3.64	1.85		
SPA	3. 304	3.22	2.11	29.86	0.00
STVEP		2.48	0.99		
Regular		1.43	1.39		
Prepositions					
STEM		4.71	1.58		
SPA	3, 304	4.11	1.27	47.18	0.00
STVEP		2.60	0.98		
Regular		1.82	1.38		
Connectors					
STEM		5.07	1.15		
SPA	3, 304	4.56	1.81	38.19	0.00
STVEP		3.19	0.90		
Regular		2.49	1.42		
Grammar proficiency					
STEM		4.22	1.36		
SPA	3, 304	3.75	1.50	54.28	0.00
STVEP		2.68	0.75		
Regular		1.78	1.11		

Note: The mean difference is significant at the 0.05 level.

Difference in the level of sequencing skills

Table 9 shows a significant difference in the sequencing skills [F(3,304)=16.48. p=0.00] of the students when they are grouped according to academic performance in English. The p-value of the outstanding, very satisfactory, satisfactory, and fairly satisfactory students is <0.05 which shows a significant difference. With this, post hoc was utilized. Using Scheffe Method, the results revealed that outstanding students significantly differed from very satisfactory, satisfactory, and fairly satisfactory students. Very satisfactory and satisfactory significantly differed from fairly satisfactory in the level sequencing skills. This implies that students with satisfactory to outstanding English performance have the ability and skills to logically sequence their thoughts and ideas. Further, the results of the study tell us that the sequencing skills of the students have a great impact on their performance in the English subject. Hereby, activities to be given to the students should gear them towards developing a specific skill so performance in the subject would be improved.

The result is supported by Gouldthorp, Katsipis, and Mueller (2018) whose study found out that students with high comprehension create a difference with a low level of comprehension in the sequencing skills. Thus, the result of the study yielded that there was a significant difference in the sequencing skills of the students when grouped according to comprehension levels. The findings also suggest that students' difficulties in sequencing events in logical and chronological order are due to their inability to comprehend the representations of event structure and the lack of knowledge of connectors to tie up series of events (Pyykkonen & Jarvikivi, 2012).

Table 9. Difference in the level of sequencing skills according to academic performance in English

Academic Performance in English	Df	M	SD	F	p
Outstanding		4.38	1.13		
Very Satisfactory	3, 304	3.42	1.45	16.48	0.00
Satisfactory		2.86	1.61		
Fairly Satisfactory		2.18	1.23		

Note: The mean difference is significant at the 0.05 level.

As indicated in Table 10, there is no significant difference in the level of sequencing skills [t(306)=1.50, p=0.14] of the students when they are grouped according to sex. The p-value of males and females is greater than 0.05, which means that the null hypothesis is accepted. Accordingly, females do not significantly differ from males. This implies that sex does not influence the skills of the students to sequence a series of events in chronological order. There may be a slight difference in the ability of male and female students to sequence events. However, the results tell us that the students coming from both sexes are not far apart when it comes to the ability to sequence events chronologically.

Hamed (2014) once posited that students have the greatest difficulty in using connectives, which is reflected in how students organize their ideas in the text. It is also supported by Pablo and Lasaten (2018). They investigated students' writing quality and found out that both males' and females' writings have no sense of logical sequence. Thus, the sequencing skills in writing any texts of the students do not vary greatly when they are compared according to sex.

Table 10. Difference in the level of sequencing skills in terms of sex

Sex	M	SD	df	T	p
Male	2.88	1.53			
			306	1.50	0.14
Female	3.15	1.62			

Note: The mean difference is significant at the 0.05 level.

Table 11 presents the *analysis of variance* (ANOVA) used to determine the significant difference in the level of sequencing skills of Grade 7 students when they are grouped according to track. The p-value of STEM, SPA, STVEP, and regular is <0.05. Therefore, there is a significant difference in the level of sequencing skills [F(3,304)=16.58, p=0.00] of the Grade 7 students when they are grouped according to track. Using the Scheffe method, the table of multiple comparisons revealed that STEM significantly differed with STVEP and regular, which means that the sequencing skills of the STEM students are better than the sequencing skills of STVEP and regular students.

Abelman (2004) and Zhang (2014) have also found the same results. Both investigated the sequencing skills of the students from special and non-special classes. The results showed that students from special classes are better in sequencing and the use of connectors compared to students from non-special class. Thus, the narrative texts made by students from special classes are more coherent than the narrative texts made by students from non-special classes. As supported by the related literature, the results imply that the track influenced the sequencing skills of the students. Hence, the students should be immersed in varied sequencing activities based on the students' ability and needs. In this way, improvements in the target skills will be fostered.

Table 11. Difference in the level of sequencing skills in terms of track

Track	df	M	SD	F	p
STEM		4.79	0.50		
SPA	3, 304	3.67	1.66	16.58	0.00
STVEP		2.97	1.68		
Regular		2.74	1.46		

Note: The mean difference is significant at the 0.05 level.

This study theorized that grammar proficiency and sequencing skills are factors of success in narrative writing. The claim is supported by the findings that this study revealed. Students who were found to have a high level of grammar proficiency and sequencing skills successfully crafted their narrative texts. As explained in Michael Halliday's Theory of Functional Grammar (1973) and Chomsky's Transformational – Generative Grammar Theory (1956), written texts are understood easily when the elements of each sentence are systematically organized. This is achieved when the students grasp the grammar rules and the ability to sequence ideas logically.

5.0. Conclusion

A low level of grammar proficiency and the average level of sequencing skills in narrative writing could be attributed to students' lack of knowledge in grammatical rules and ability to sequence ideas and series of events logically and chronologically. Such students' difficulty will be addressed if there are specific grammar and sequencing activities that cater to the students' diverse needs.

Moreover, students' grammar proficiency and sequencing skills vary depending on their academic performance in English and track. This implies that the students whose English performance is low and very satisfactory need simplified instructions, and students from different tracks need differentiated instructions and activities from the teachers. To sustain and improve the grammar proficiency and sequencing skills of the students who perform well in the subject, there shall be extra activities to be given to the students based on their level of proficiency and competence.

Furthermore, grammar proficiency and sequencing skills are factors of success in narrative writing. This study has found out that students who grasp the grammar rules and the ability to sequence ideas logically and chronologically are the ones who have successfully written their narrative texts. Written texts are understood easily when the elements of each sentence are systematically organized for meaning is constructed out of semantic, syntactic, and pragmatic functions.

Lastly, the results of the study would serve as a basis for the instructional leaders to come up with specific classroom strategies and diverse instructional materials that teachers will use to cater to the needs and address the difficulty of the students coming from different sections, classes, and specializations when it comes to grammar proficiency and sequencing skills in writing. This study contributes to learner corpora research and fills in the gap in the scarce literature that focuses on the writing and grammar proficiency of high-achieving and low-achieving students.

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Education amidst Covid-19 Disruption: Perceived Difficulty in Implementing Flexible Learning Strategies of Teacher Education Faculty Members in a State University

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ABSTRACT. This descriptive-correlational study described and analyzed the perceived difficulty in implementing Flexible Learning (FL) strategies of 60 teacher education faculty members of a state university in an eastern province in the Philippines. Moreover, this study investigated the correlation between the faculty members' demographics and their perceived difficulty in implementing flexible learning strategies. Data were collected using a researcher-made questionnaire and analyzed using weighted mean, standard deviation, Spearman Rho Correlation, and Rank-Biserial Correlation. Results revealed that faculty members, in general, considered flexible learning strategies to be slightly difficult to implement. A significant relationship was also found between the faculty members' generational age and their perceived difficulty in the Instructional Approach and Resources domain. The findings of this study suggest capacity building initiatives to address the identified difficult flexible learning strategies of the faculty members.

1.0. Introduction

The outbreak of the global coronavirus disease (COVID-19) pandemic has brought unexpected and unprecedented disruptions in the lives of many people. To contain the rapid transmission of the virus, countries all over the world have implemented health protocols, including border lockdowns, and other social restrictions, that in turn resulted in negative repercussions on many economic activities (Akbulev, Ilkin, & Aliyey, 2020; Arora, 2020; Atalan, 2020; Quina & Wen, 2020). In the Philippines alone, the unemployment rate rose to 17.7 percent accounting for 7.3 million unemployed Filipinos in the labor force in April 2020 (Philippine Statistics Authority, 2020). It was also projected that the country would lose 2.0 trillion pesos or about 9.4 percent of its Gross Domestic Product (GDP) by the end of the year (National Economic and Development Authority, 2020). This is aside from the projected decline in remittance inflow of the country by 23-32% and household spending per capita by 2.2-3.3% (Murakami, Shimizutani, & Yamada, 2020).

Aside from the health and economic impact of COVID- 19, it has also shut down institutions such as schools and universities across the world (Jæger & Blaabæk, 2020). The worldwide closure of schools was recorded to have affected 90% of the world's student population (UNESCO, 2020). In the Philippines, upon the recommendation of the Inter-Agency Task Force on Emerging Infectious Diseases (IATF), classes have been suspended at all levels since March 2020 when the Department of Health (DOH) confirmed the first recorded COVID 19 cases to avoid the transmission of the virus in schools. This prompted higher education institutions to implement necessary countermeasures and policies to facilitate teaching and learning amidst the pandemic to finish the school year. This includes online submission of requirements, remedial instructions, and pass-all policy, etc. (Toquero, 2020).

Education must continue, and learning must not stop since the closure of schools has negative consequences on the safety, protection, well-being of students, and learning equality (Jæger & Blaabæk, 2020). However, the reopening of schools amidst the pandemic must not compromise the health and safety of the students and school personnel as the primordial concern at the moment (UNESCO, 2020). To do this, the framework for reopening schools by UNESCO suggests that governments and schools must invest in remote learning modalities and apply alternative academic calendars, among others. In contrast, the threat of virus transmission in schools is still imminent (UNESCO, 2020). Thus, the Commission on Higher Education (CHED) is eyeing to transition the learning modality from face-to-face to Flexible Learning (FL) come the opening of the next school year while restrictions on the former are still in effect (Cervantes, 2020).

Flexible Learning (FL) grew out from the demand for a more diversified, more open, and more student-centered higher education in the 1990s to cater to the needs of the students (Steepless, Goodyear, & Mellar, 1994; Alexander, 2010; Gillett-Swan, 2017; Huang, Liu, Tlili, Yang, & Wang, 2020).

FL has been defined as a learner-centered pedagogy that provides teachers and learners a balance of power in choosing how teaching and learning are carried out to fit the individual contexts and preferences of the students (Huang, Liu, Tlili, Yang, & Wang, 2020; Joan, 2013; Alexander, 2010). It is a pedagogical approach that allows flexibility in pace, place, audience, and path of learning by integrating technologies (Cassidy, Fu, Valley, Lomas, & Jovel, 2016; Alder, Müller, Stahl, & Müller, 2018). Moreover, this pedagogy is anchored on the constructivism educational philosophy, which recognizes learners' ability to construct new meaning or knowledge based on prior experiences and believes that learning takes place when learners are actively involved in the learning process (Casey & Wilson, 2005; Elliott, Kratochwill, Littlefield Cook, & Travers, 2000).

FL focuses on learner-directed control over institutional requirements. In other words, students choose their mode of study like time and location at which they study, and the mode of learning delivery, e.g., text or printed, video or online using internet, etc., and the mode of assessment thus, widening access to higher education (Alexander, 2010; Herat, 2000). Hence, in this pedagogy, learners assume the responsibility of their learning, which is in a traditional setting the teachers' responsibility (Lewis & Spencer, 1986; Goode, Willis, Wolf, & Harris, 2007). Collis and Moonen (2002) identified five dimensions where flexibility can be implemented: (a.) Time, (b.) Content, (c.) Entry Requirements, (d.) Instructional approach and resources, (e.) Delivery and Logistics.

Time refers to the duration for starting and finishing the course, the schedule for submission of course requirements and assessments, the pace of studying the course, and length of participation in learning activities (Collis & Moonen, 2002; Casey & Wilson, 2005; Alder, Müller, Stahl, & Müller, 2018). Technically, this dimension asks when and where learning occurs (Huang, Liu, Tlili, Yang, & Wang, 2020; Alexander, 2010). Content, on the one hand, refers to the topics of the course, its sequence, size, scope, the form of orientation, key learning materials, and assessment (Collis & Moonen, 2002; Alder, Müller, Stahl, & Müller, 2018) while entry requirements refer to the conditions for participation in the course (Collis & Moonen, 2002). Moreover, the instructional approach and resources refer to how learning activities are carried out, e.g., face-to-face, group, individual, and the language used for instruction (Collis & Moonen, 2002; Alder, Müller, Stahl, & Müller, 2018). It also refers to the way students can access the learning materials (Huang, Liu, Tlili, Yang, & Wang, 2020). Lastly, delivery and logistics refer to the availability of student support from instructors or tutors in accomplishing the course and the way or mode by which such support can be obtained, e.g., through online meetings or real-time chatting tools, etc. (Collis & Moonen, 2002; Huang, Liu, Tlili, Yang, & Wang, 2020).

Much has been said regarding the effectiveness of FL in facilitating teaching and learning, promoting quality education, fostering innovativeness of teachers, improving learners' achievement and engagement, and its usefulness for more open and inclusive education (Lewis et al., 2016; Joan, 2013; Dorrian & Wache, 2008; Steeples, Goodyear, & Mellar, 1994; Alder, Müller, Stahl, & Müller, 2018). But little is known about the specific flexible learning strategies that teachers perceive to be more difficult to implement in teaching and learning management level identified by Casey and Wilson (2005), especially in this time of pandemic and in a developing country like the Philippines (Sheriffdeen, 2007)

In this context, this paper described and analyzed the perceived difficulty in implementing Flexible Learning (FL) strategies of teacher education faculty members of Biliran Province State University. Moreover, this paper also sought to determine whether a significant relationship exists between the faculty members' perceived difficulty and their demographics, such as age, sex, and educational background. The findings of this study will be useful for identifying the needs of the teachers and in designing teacher training programs to capacitate them in implementing FL in their classes.

2.0. Framework of the Study

This study is chiefly anchored on the theory of planned behavior, which is intended to explain self-controlled behaviors (Ajzen, 1985). It postulates that behavioral intentions can be predicted accurately based on the attitude on the behavior, subjective norm, and perceived behavioral control (Ajzen, 1991). Moreover, it posits that actual behavior can be determined by the intentions and perceived behavioral control (Ajzen, 1991). Perceived behavioral control has two main variables, perceived control and perceived difficulty (Conner, Finlay, Sheeran, & Trafimow, 2002). Among these two variables, the perceived difficulty, which is defined as people's perception of ease or difficulty of performing the behavior, was considered as a potent predictor of behavioral intentions and behavioral achievement (Kim, 2008; Conner, Finlay, Sheeran, & Trafimow, 2002; Ajzen, 1991).

Literature review reveals that perceived difficulty affects both the individuals' perceived competence to perform and subsequently their engagement to a particular task (Patalla, Hooperb, Vasquezb, Pituchb, & Steingutc, 2018). Additionally, the results of several studies have also shown that perceived difficulty has influenced the actual performance of an individual in performing a task (Kim, 2008; Conner, Finlay, Sheeran, & Trafimow, 2002). Therefore, this theory can predict teachers' engagement or actual practices in implementing FL as a teaching-learning pedagogy by assessing their perceived difficulty.

3.0. Methods

This study utilized a quantitative research design using descriptive and correlational approaches. The descriptive approach described the perceived difficulty of faculty members in implementing FL. In contrast, the correlational approach identified the relationship between the faculty members' demographics and their perceived difficulty implementing FL. The respondents of this study were 60 faculty members comprising 76% of the whole population faculty members of the School of Teacher Education (STEd) of Biliran Province State University selected using purposive sampling design wherein the primary consideration was their affiliation to STEd.

Based on the literature review, a researcher-made survey-questionnaire was made to gather

Table 1. Profile of respondents

Variables	N	%
Generational Age		
Generation Y (16-36 years old)	29	48.33
Generation X (37-52 years old)	23	38.33
Baby Boomers (53-71 years old)	8	13.33
Sex		
Male	28	46.47
Female	32	53.33
Highest Educational Attainment		
Bachelor's Degree	22	36.67
Master's Degree	28	46.67
Doctorate Degree	10	16.67
Total	60	100

the needed data. The questionnaire was divided into two parts: part I identified the demographics of the respondents, such as their generational age, sex, and highest educational attainment, while part II assessed their perceived difficulty in implementing FL strategies. The perceived difficulty questionnaire included 20 flexible teaching-learning strategies identified based on the literature review and divided into five dimensions of Flexibility by (Collis & Moonen, 2002): (a) Time, (b) Content, (c) Entry Requirements, (d) Instructional approach and resources, (e) Delivery and Logistics. Teachers answered using a 5-point Likert scale (1=very easy, 2=easy, 3=slightly difficult, 4=difficult, 5=very difficult).

The survey-questionnaire has undergone validity and reliability testing. The validity of the questionnaire was assessed by an education researcher, a professor in professional education, and a university psychometrician using the Good and Scates Jury Validation Form, which yielded a mean score of 3.78, which imports the validity of the questionnaire. The reliability of the questionnaire, on the other hand, was tested by conducting a pilot test on 30 faculty members, some of whom were from other state universities in region VIII, who were not part of the final respondents of the

study. The reliability index of the questionnaire yielded 0.89 using Cronbach Alpha, which ensures the questionnaire's reliability.

Moreover, the gathering of data on this study was systematic because institutional guidelines and procedures in conducting research were followed. The confidentiality of the data was also observed. Institutional review and approval and informed consent were requested and secured first before the commencement of this study. Following the approval, data were gathered. All the participants of this study were informed in writing on the nature and purpose of this study through a google form where the questionnaire was attached. Responses were collected by sending the google form to Facebook messenger and email of the respondents due to restrictions on face-to-face meetings. The researcher alone had access to the responses of the respondents.

Descriptive and Inferential statistics such as weighted mean, standard deviation, Spearman Rho Correlation, and Rank-Biserial Correlation were used to treat or analyze the data.

4.0. Results and Discussion

Level of difficulty in five domains

The means and standard deviations of the five domains presented in table 2 show that, in general, all the flexible learning strategies were perceived by the faculty members to be slightly difficult to implement (M= 3.31; SD=.87). This means that faculty members of the school of teacher education perceive that the implementation of flexible learning strategies classified in 5 domains will be not so difficult for them. Thus, the faculty members see a minimal problem in implementing flexible learning in their classes. Among the five domains, the entry requirement (M= 3.65; SD= .76), which concerns catering to students regardless of their lack of pre-requisite knowledge, was considered the most difficult domain. This denotes that STEd faculty members consider personalization of learning to have the highest level of difficulty among the five domains. Personalization of learning was pointed out to be one of the challenges in curriculum design in flexible learning (Géring & Király, 2020; Gillett-Swan, 2017; Alexander, 2010).

The second most difficult domain was content (M= 3.44; SD=.79). This denotes that of the five domains, the flexibility in the scope and structure of the topics and assessment of the course was considered by the faculty members to be the second in terms of difficulty in implementation. This conforms to the report of Géring and Király (2020), which elucidated that the transition from the traditional framework of organizing content and assessment to a more flexible one is difficult because the faculty members are more emotionally attached to the former thus, preventing flexibility. Alder et al. (2018) also noted that planning, organizing, and reflecting on individual learning is one of the difficulties in flexible learning.

The Third domain considered slightly difficult or with a moderate level of difficulty was Time (M=3.31; SD=0.83) and Instructional Approach and Resources (M=3.31; SD=0.86). This denotes that faculty members find the strategies relating to the pace, place, and strategies of learning processes like group or individual activities in a flexible setting to be slightly difficult or moderately difficult. Finally, strategies under the Delivery and Logistics (M=3.03; SD=0.98) were generally considered slightly difficult or moderately difficult to implement. This domain refers to the use of electronic devices for communication and the availability and delivery of needed support. This implies that faculty members do not have much trouble using electronic communication devices such as phones and computers to communicate with their students.

Table 2. Level of perceived difficulty of the five domains

Domains	Mean	SD	Interpretation
Time	3.31	0.83	Slightly Difficult
Content	3.44	0.79	Difficult
Entry Requirement	3.65	0.76	Difficult
Instructional Approach and Resources	3.31	0.86	Slightly Difficult
Delivery and Logistics	3.03	0.98	Slightly Difficult
As a Whole	3.31	0.87	Slightly Difficult

To highlight the most difficult strategies or the flexible learning strategies with the highest level of difficulty, Table 3 presents the means and standard deviations of the top five most difficult items on flexible learning strategies. The item with the highest level of difficulty is item number 10, Catering to students regardless of their lack of pre-requisite knowledge (M=3.65; SD= 0.76).

Table 3. *Activities with greater difficulty assigned*

Domains	Mean	SD	Interpretation
1. Catering to students regardless of their lack of pre-requisite knowledge.	3.65	0.76	Difficult
2. Enabling students to experience the course in campus-based learning, web-based learning, or both via different technologies, such as Augmented Reality (AR).	3.57	0.72	Difficult
3. Use of a range of media formats, such as podcasts, narrated screen capture, and the full video of lectures.	3.53	0.79	Difficult
4. Using flexible channels of assessment such as computer-based tests (e.g., online test, adaptive test) and human-managed assessment (paper-based test), etc.	3.48	0.85	Difficult
5. Use of Open Educational Resource (OER) such as interactive mini-lessons and simulations, Digital textbooks, etc.	3.43	0.93	Difficult

The analysis of the data presented in Table 3 indicates that flexible learning practices or strategies with the highest level of perceived difficulty involve the use of technology-mediated instruction and online learning applications or learning tools. A study and a report on the challenges of flexible learning mentioned that although these online applications are already available, some of them are very expensive to be accessed; thus, it cannot be denied that their use in Higher Education Institutions is not common (Géring & Király, 2020; Sheriffdeen, 2007). Also, as Jansen and Merwe (2015) pointed out, some teachers sometimes have limited use of technology and are not interested in using social media tools because they are used to the traditional mode of teaching. In addition, the very limited Information Technology (IT) infrastructure and low internet connectivity can also be a reason why the faculty members perceived that the use of these tools could be very difficult to implement. Nevertheless, there is a need to capacitate the faculty members in this particular aspect to actively support the online learning of the students (Saalman, 2008).

Moreover, as shown in Table 4, male faculty members have assigned greater difficulty in implementing flexible learning strategies under the five domains (M=3.37; SD=0.66) than female faculty members (M=3.26; SD=0.88). For males, 3 domains were considered to be difficult namely; Entry requirement (M=3.68; SD=0.67), Content (M= 3.43; SD= .79), and Time (M=3.42; SD=0.75). Female faculty members on the other hand considered only two domains to be difficult; Entry requirement (M=3.63; SD=0.83), and Content (M=3.45; SD=0.80). Nevertheless, both groups considered all the domains to be slightly difficult. This result indicates that male faculty members need more capacity building training on flexible strategies that address the pace and place of the learning process, personalization of learning, and designing flexible content and assessments.

Table 5 reveals that when faculty members are grouped according to their generational age, faculty members under Generation Y have only 1 difficult domain which is the Entry Requirement (M=3.62; SD=0.82), Generation Y faculty members have 3 difficult domains Entry requirement (M=3.61; SD=0.58), Content (M=3.47; SD=0.69), and Time (M=3.42; SD=0.77), while Baby Boomers faculty members have considered 4 domains to be difficult; Entry requirement (M=3.88; SD=0.99), Content (M=3.71; SD=0.90), Instructional Approach and Resources (M=3.67; SD=0.93) and Time (M=3.54; SD=0.78).

Table 4. Level of the perceived difficulty of flexible learning strategies according to sex

Domains	Male			Female		
	M	**SD**	**Interpretation**	**M**	**SD**	**Interpretation**
Time	3.42	0.75	Difficult	3.22	0.90	Slightly Difficult
Content	3.43	0.79	Difficult	3.45	0.80	Difficult
Entry Requirement	3.68	0.67	Difficult	3.63	0.83	Difficult
Instructional Approach and Resources	3.39	0.88	Slightly Difficult	3.23	0.83	Slightly Difficult
Delivery and Logistics	3.12	1.00	Slightly Difficult	2.95	0.95	Slightly Difficult
As a Whole	3.37	0.86	Slightly Difficult	3.26	0.88	Slightly Difficult

Table 5. Level of the perceived difficulty of flexible learning strategies according to generational age

Domains	Generation Y			Generation X			Baby Boomers		
	M	**SD**	**Int**	**M**	**SD**	**Int**	**M**	**SD**	**Int**
Time	3.16	0.87	SD	3.42	0.77	D	3.54	0.78	D
Content	3.34	0.83	SD	3.47	0.69	D	3.71	0.90	D
Entry Requirement	3.62	0.82	D	3.61	0.58	D	3.88	0.99	D
Instructional Approach & Res.	3.24	0.91	SD	3.27	0.74	SD	3.67	0.93	D
Delivery and Logistics	2.91	0.97	SD	3.11	0.93	SD	3.19	1.09	SD
As a Whole	3.21	0.91	SD	3.34	0.78	SD	3.58	0.95	D

Note: VE= Very Easy, E= Easy, SD= Slightly Difficult, D= Difficult, VD = Very Difficult

Moreover, among the three groups, it is evident that Baby Boomers faculty members have considered all the domains to be difficult in general (M=3.58; SD=.95). This result implies that faculty members of advanced age find it difficult to adjust to a flexible learning environment. This conforms to some previous studies that said an abrupt shift from a traditional setting to a technology-mediated instruction was also said to cause uncertainty and discomfort among teachers who have been used to the former (Sheriffdeen, 2007; Hardy, 2010; Géring & Király, 2020). Thus, the administration needs to provide active support and assistance to these faculty members to ensure they are not left behind. On a positive note, younger faculty members have a low level of the perceived difficulty in implementing flexible learning strategies.

Results in Table 6 shows that faculty members with bachelor's degree have considered 2 domains to be difficult; Entry requirement (M=3.64; SD=0.66), Content (M=3.55; SD=0.79). Faculty members with master's degree assigned. Entry requirement (M=3.64; SD=0.66) to be the only difficult domain, while faculty members with doctorate degree on the other hand considered 3 domains to be difficult; Entry requirement (M=3.70; SD=0.67), Content (M=3.68; SD=0.72), and Time (M=3.57; SD=0.77). In general, faculty members with doctorate degrees find the five domains difficult to implement (M=3.51; SD=0.80). This implies that faculty members with doctorate degrees perceived the implementation of flexible learning strategies to be difficult. This can be attributed to the fact that most of them are of advanced age already and are more inclined to the traditional face-to-face classroom setting; thus, the shift to a flexible learning environment, especially an online environment, is perceived to be difficult for them (Sheriffdeen, 2007; Gillett-Swan, 2017).

Table 6. Level of the perceived difficulty of flexible learning strategies according to educational attainment

Domains	Bachelor's Degree			Master's Degree			Doctorate Degree		
	M	**SD**	**Int**	**M**	**SD**	**Int**	**M**	**SD**	**Int**
Time	3.35	0.75	SD	3.19	0.90	SD	3.57	0.77	D
Content	3.55	0.79	D	3.27	0.79	SD	3.68	0.72	D
Entry Requirement	3.64	0.66	D	3.64	-0.87	D	3.70	0.67	D
Instructional Approach & Res.	3.35	0.90	SD	3.26	0.88	SD	3.35	0.76	SD
Delivery and Logistics	2.99	0.93	SD	2.92	-0.99	SD	3.40	0.98	SD
As a Whole	3.35	0.86	SD	3.20	0.89	SD	3.51	0.80	D

Note: VE= Very Easy, E= Easy, SD= Slightly Difficult, D= Difficult, VD = Very Difficult

Relationship between faculty members' demographics and perceived difficulty in flexible learning

Spearman's rho correlation coefficient was used to assess the relationship between the faculty member's generational age, highest educational attainment, and perceived difficulty in implementing the flexible learning strategies categorized into five domains. The two-tailed test of significance revealed a significant relationship between the faculty members' generational age and their perceived difficulty in the strategies or practices Instructional Approach and Resources domain [rs (58)=0.26, p=.04]. This implies that the older the faculty's generational age, the higher the level of their perceived difficulty in implementing flexible learning strategies under the Instructional Approach and Resources domain. This denotes that how learning activities are carried out, e.g., face-to-face, group or in group individual, the communication and use of alternative online learning resources(Collis & Moonen, 2002; Alder, Müller, Stahl, & Müller, 2018)are perceived to be difficult for them. This is especially true for faculty members handling laboratory classes wherein face-to-face instruction is very important for effective instruction. With the threat of COVID-19 virus faculty members also have very limited alternative options on how to carry out group works for the students considering that poor internet connectivity is a barrier for effective and responsive communication.

In addition, this finding also shows that there is a need for the faculty members to be oriented with sites offering open educational resources that could be an alternative to the traditional library materials to ensure flexibility in study materials.Collis and Moonen(2002) noted that flexibility in study materials provides wider choices to students and teachers and promotes responsibility on the part of the students to become contributory in the learning resources of the course. However, a similar two-tailed test of significance showed no significant relationship between the faculty member's generational age and their perceived difficulty in flexible learning strategies under the Time [rs(58)=0.23, p=.08], Content [rs (58)=0.20, p= 0.12], Entry Requirement [rs (58)=0.04, p=0.74], and Delivery and Logistics [rs (58)=0.15, p=.27).

Moreover, Spearman's rho correlation coefficient also revealed that there was no significant correlation between the faculty member's educational attainment and their perceived difficulty in the five domains of flexible learning, Time [r_s (58)=0.04, p=0.74], Content [r_s (58)=-0.01, p=0.91] , Entry Requirement [r_s (58)=0.03, p=0.84], Instructional Approach and Resources domain [r_s (58)=0.02, p=0.89], and Delivery and Logistics [r_s (58)=0.11, p=0.39].

On the other hand, a rank-Biserial correlation identified no significant relationship between the faculty member's sex and their perceived difficulty in the five domains of flexible learning Time [r_{pb} (58)=-0.13, p=0.31], Content [r_{pb} (58)=0 .05, p=0.70] , Entry Requirement [r_{pb} (58)=-0.07, p=0.57] , Instructional Approach and Resources domain [r_{pb} (58)=-0.14, p=0.29], and Delivery and Logistics [r_{pb} (58)=-0.14, p=0.29].

5.0. Conclusion

It cannot be denied that one of the core duties of an institution or a university is to capacitate its' faculty members through the provision of relevant training to make them become abreast with new trends in education amidst the COVID 19 disruption. On the part of the teachers, the continuous learning and improvement of pedagogical strategies and practices are of utmost importance,

especially at this trying time of higher education, to ensure that the quality of education will not be compromised.

This study has shown that the university needs to focus on capacitating the faculty members to design the flexible learning course activities that are suited to students' individual backgrounds and capacities. Provision of relevant training for the faculty members on the use of applications for education or online education tools is also important, considering that most of the courses will be delivered online.

While the university battles for the idea that no student should be left behind in these trying times of education, it should also ensure that no faculty members should also be left behind. Thus, strong assistance to faculty members in advanced age should be made available by the university to ensure that everyone's needs are well supported.

6.0. Recommendations

In light of the findings of this study, the following recommendations are proposed:

Teachers are encouraged to update their pedagogical strategies in designing the classroom curriculum that suits the learners' individual backgrounds. One of the possible ways to do this is by attending capacity-building seminars-and workshops about the personalization of learning in the context of the learners in a flexible learning setting. The findings also suggest that teachers have to make time and exert effort in learning online educational tools or applications for delivering content and flexible assessments.

The university administration or the teacher education department heads may initiate more enhancement programs to address the teachers' need in designing a flexible classroom curriculum specifically in the personalization of learning and flexible delivery of content. The University may also ensure that technical assistance or support staff will be made available for faculty members who have difficulty doing technology-mediated instruction.

Future researchers may conduct a study on the difficulties encountered by the students in flexible learning to help the university design capacity-building programs for the students. Future researchers may also conduct a university-wide study on the level of perceived difficulty members in implementing flexible learning in other departments to find out more about the differences or similarities in the level of the perceived difficulty in the context of other higher education faculty members.

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Assessing the Correlation between Demographics, Academic Stress and Coping Strategies of Filipino High School Students with Single-Parents

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ABSTRACT. Academic stress is a certain level of academic-related demands that exceed the students' adaptive capabilities. Related to this is coping strategies, which is a mindful effort to endure the stress. Thus, the descriptive-correlational research determined the associations among the demographic variables, the level of academic stress, and the extent of coping strategies. Academic Stress Scale and COPE Inventory standardized tests, were used among sixty seven Filipino high school students with single-parents of a Catholic school. The data were statistically analyzed using Mean, Standard Deviation, Pearson r, and Spearman rank correlation. As a whole, their academic stress is low with no significant relationship between academic level and single-parents' educational level. However, a moderate level of academic stress was found with significant relationship between sex and family monthly income. The overall coping strategies is great with significant relationship between family monthly income. However, there is no significant relationship between coping strategies and academic level, sex, and single-parents' educational level. Finally, no significant relationship was found between academic stress and coping strategies. The study recommends designing an enhanced stress management program for the high school students.

1.0. Introduction

Single parenting has a major consequence on the child's mental, social, emotional, behavioral, financial, and psychological outcomes (Duke, 2000). It results from the separation in various ways, like the disease of one spouse who leaves the roles in a single parent or having children from wedlock (Salami & Alawode, 2000). In societies throughout the world, the family is considered important in supporting family members (Park, 2007). However, the lack of parent involvement in the lives of the children increases the possibility of being involved in problematic behaviors (Park, 2007).

On the other hand, stress is considered destructive in all aspects of life that transpires when trying to adjust to or deal with stress (Bernstein, 2008). According to Yumba (2008), stress is perceived differently and can be interpreted differently by individuals. Vermunt and Steensman (2005) have defined stress as the insight of mismatch between the external burden and a person's capability to satisfy these demands. Too much stress can increase psychological problems like despair, anxiety, substance abuse, and suicide ideation (Bansal & Bhave, 2006). Moreover, stress is considered part of students' life. It can affect the coping strategies of students by the requirements in academics. This is because academic tasks are always accomplished with stressful activities (Agolla & Ongori, 2009).

Relative to academic stress is coping strategies. Coping refers to the conscious effort to minimalize, endure, or master the stress (Kronhe, 2002). Then, coping is a continually shifting mental and behavioral struggle to cope with demands that are assessed as burdening or beyond the person's capability (Lazarus & Folkman, 1984). Moreover, coping strategies have two main roles: handling the stress-causing problem and directing emotions linking to those stressors (Folkman & Lazarus, 1990).

Earlier research has shown that stress is growing day by day among higher education students (Robothan & Juian, 2006). According to Donaldson (2000), he stated that adolescents' most common stressors are related to school and social relationships. Concerning academic stress, there is much stress linked to studies, homework, tests, and other academic engagements (Porwal & Kumar, 2014). Relatively, it is a product of a broad range of concerns, including burden from tests and examinations burden, courses demanding submissions, and different educational systems, and thinking about plans upon education (Ramli, 2018).

One out of every ten students suffers significant distress related to studies. In India, 72% of students are unaware of how to deal with academic stress and its ill-effects (Kumar, 2013). Moreover, Usakli's (2013) study found that children with single parents have less assertion but more aggression in schools, which leads to poor academic performance than children with two parents. In the

Philippines, people keep on receiving compliments about how resilient they are because they can cope with very stressful situations (Tan, 2006). According to the Happy Planet Index, the country was ranked as the 20th happiest country in the world (Jeffrey, 2016). However, academic stress among students has long been a topic of research study in the previous years. Researchers have recognized various stressors like excessive assignments, unhealthy competition among class students, fear of failure in educational achievement, lack of pocket money, poor interpersonal relationships in class or lecturers, and family problems (Fairbrother & Warn, 2003). In the light of Catholic school in Antique, it has been observed that those students with single-parents are perceived as achievers academically and even have a strong sense of responsibility in their scholastic performance while others are less liked. On the other hand, many adolescents in the 21st century have complexities coping and are demanding educational programs in schools to help prepare them to cope with such stressors (Freedenberg, 2004).

Researches have been conducted to examine the level and sources of stress among secondary school students (Akande, Olowonirejuaro, & Okwara- Kalu, 2014), academic stress among higher secondary students (Prabu, 2015), academic stress among higher secondary school students: a review (Ghatol, 2017), and stress level and coping strategies of college students (Kumar & Bhukar, 2013). However, there is a dearth of studies on stress levels and coping strategies among learners with single parents.

Hence, the study primarily assessed the level of academic stress and the extent of Filipino high school students' coping strategies in a Catholic school in Antique and their association with the demographics presented. Likewise, it determined whether academic stress and coping strategies are correlates.

2.0. Framework of the Study

The paper theorized that academic stress is associated with coping strategies. This is anchored on the theory of Richard Lazarus's Transactional Theory, which asserts that stress is encountered when a person recognizes that the demands surpass the personal and social resources the individual can gather. This is termed the Transactional Model of Stress and Coping. The individual perception of the psychological situation is a critical factor. According to Lazarus, stress can affect the person, specifically on the feeling of intimidation, vulnerability, and capacity to cope than on the stressful event itself. Folkman and Lazarus (1980) conceptualized coping in terms of a cognitive transaction between the individual and the environment in a distinct context. Hence, the transactional model looks at coping as process-oriented rather than trait-oriented.

The Theory of Transactional Model of Stress and Coping is a structure that highlights assessment to evaluate stressful events resulting in coping (Lazarus & Folkman, 1984). Moreover, the level of stress caused by internal factors, as a consequence of external stressors, depends on judgments of the circumstances, which includes a judgment about whether internal or external demands exceed resources and capacity to cope when demands exceed resources (Lazarus & Folkman, 1984).

Central to the transactional model is the process of assessment. Individuals appraise the importance of an event for their well-being and assess the available resources to bring to the event (Lazarus & Folkman, 1984). Coping is thereby regarded as a progressive process that reveals the stressor, including appraisals and reappraisals. The transactional model highlights an attempt to manage stress, notwithstanding coping strategies' adaptability, providing a definite demarcation between coping strategies and the consequences of coping efforts.

Lazarus and Folkman suggested three coping strategies utilized by this study: emotion-focused coping, problem-focused coping, and avoidance-focused coping. Problem-focused coping tries to ascertain the stress-causing problem and then plan strategies to combat it. These strategies may include making a worklist to be accomplished. Emotion-focused coping deals with a variety of actions and movements to lower one's level of distress. This may be through talking to a confidant about the troubles experienced in a day, getting support and encouragement from a friend about a frustration, or going home and attempting to ignore something that is causing stress. Lastly, avoidance-focused coping deals with avoiding the situation and rejecting its existence. It also involves unplanned efforts to adapt to stressors by creating distance, escaping from the problem, or involving in different extensive activities to reduce stress.

3.0. Methods

The study employed a quantitative research design utilizing descriptive and correlational approaches. The descriptive approach described the level of academic stress and the extent of high school students' coping strategies. On the other hand, the correlational approach determined whether a relationship exists between the academic stress and coping strategies and students' demographics; and academic stress and their coping strategies.

The respondents of this study were 67 Filipino high school students with single-parents in a Catholic School in Antique for the school year 2019-2020 determined using stratified random sampling. The study employed two sets of standardized questionnaires. The Academic Stress Scale, developed by Rao (2012), was used to assess the level of academic stress. This is composed of 40 items. Another questionnaire is the COPE Inventory, with a 60-item self-report multi-dimensional inventory. It was developed by Carver (1989) to assess coping strategies. The data were treated and analyzed using Mean, Standard Deviation, Pearson r, and Spearman rank correlation.

On the other hand, the school administrator's permission was solicited to conduct the survey. Also, the participants were informed of the goal of the study. Their informed consent was obtained for their voluntary participation in the study. Furthermore, they were guaranteed full confidentiality. Also, it was assured of them that no traces of their identity would be revealed. The materials that contained the raw information derived from them were stored, protected, and disposed of by manual shredding after data processing within a given period.

4.0. Results and Discussion

Level of the academic stress of Filipino high school students

Generally, the findings in Tables 1A and 1B revealed that students exhibited a low level of academic stress (M=1.55, SD=0.48), which signifies that high school students of single-parents who responded to the study had a low level of academic stress and were more likely capable of performing academic tasks with a little amount of stress. This further means that students had less pressure in pursuing their education and were more willing to excel in difficult tasks knowing that they are capable of managing themselves under pressure

When grouped according to demographics, high school students also showed low stress on academics regardless of academic level and single-parents educational level. Descriptively, senior high school (M=1.64, SD=0.34), female (M=1.67, SD=0.47), high income (M=1.73, SD=0.44), and elementary educational level (M=2.13, SD= 0.04) exhibited a higher means. Likewise, high school students who demonstrated a low level of academic stress in all areas except for fear of failure (M=1.75, SD =0.60) had a moderate level of stress. Moreover, in the areas of academic stress, it revealed that fear of failure is the highest source of stress. Fear of failure, high self-expectation, the fear of poor academic performance, the humiliation of inferiority, pressure from parents, and rivalry with peers were found to be the main sources of academic stress (Zhang, 2014).

Table 1A. Level of the academic stress of Filipino high school students

Variable	Academic Stress			Personal Inadequacy			Fear of Failure		
	M	**SD**	**Int**	**M**	**SD**	**Int**	**M**	**SD**	**Int**
Academic Level									
JHS	1.54	0.51	LS	1.55	0.63	LS	1.76	0.62	MS
SHS	1.64	0.34	MS	1.66	0.51	MS	1.69	0.48	MS
Sex									
Male	1.43	0.47	LS	1.38	0.59	LS	1.53	0.56	LS
Female	1.67	0.47	MS	1.75	0.57	MS	1.95	0.56	MS
Family Monthly Income									
Low	1.47	0.49	LS	1.54	0.59	LS	1.64	0.61	MS
High	1.73	0.44	MS	1.64	0.66	MS	1.99	0.50	MS
Singe Parent's Educational Attainment									
Elementary	2.13	0.04	MS	2.50	0.35	HS	1.79	0.51	MS
Secondary	1.49	0.43	LS	1.52	0.57	LS	1.69	0.61	MS
College	1.56	0.51	LS	1.55	0.61	LS	1.78	0.61	MS
As a Whole	*1.55*	*0.48*	*LS*	*1.57*	*0.61*	*LS*	*1.75*	*0.60*	*MS*

Note: HS=High stress, MS=Moderate Stress, LS=Low stress

Table 1B. Level of the academic stress of Filipino high school students

Variable	Interpersonal Difficulties w/ Teachers			Teaching Method			Inadequate Study Facilities		
	M	**SD**	**Int**	**M**	**SD**	**Int**	**M**	**SD**	**Int**
Academic Level									
JHS	1.44	0.63	LS	1.53	0.59	LS	1.44	0.59	LS
SHS	1.41	0.55	LS	1.81	0.52	MS	1.62	0.26	MS
Sex									
Male	1.36	0.53	LS	1.52	0.60	LS	1.38	0.60	LS
Female	1.51	0.68	LS	1.62	0.58	MS	1.56	0.52	LS
Family Monthly Income									
Low	1.35	0.63	LS	1.49	0.57	LS	1.36	0.57	LS
High	1.64	0.52	MS	1.73	0.59	MS	1.70	0.48	MS
Singe Parent's Educational Attainment									
Elementary	2.13	0.18	MS	2.19	0.62	MS	2.00	0.16	MS
Secondary	1.41	0.64	LS	1.51	0.45	LS	1.37	0.47	LS
College	1.42	0.60	LS	1.57	0.65	LS	1.50	0.61	LS
As a Whole	*1.44*	*0.61*	*LS*	*1.57*	*0.58*	*LS*	*1.47*	*0.56*	*LS*

Note: HS=High stress, MS=Moderate stress, LS=Low stress

Examining the academic level, senior students experienced a moderate level of stress. This is congruent with the findings of Akande, Olowonirejuaro, and Okwara- Kalu (2014) that in the modern world of secondary education, one would have anticipated a higher level of stress in terms of their academic performance. In terms of sex, both male and female students encountered academic stress. However, there was a difference in the mean values and mean percentage, and these were more in the female. It may be why female students aspire more about their future and want to become more professional, leading to academic stress. Possible explanations for female students experiencing higher stress levels could include women taking on the role of being the caretaker of the family (Stevenson & Harper, 2006)

Moreover, the high family income had a moderate level of academic stress. Meaning to say, they have a greater chance to expose themselves to varied activities and experiences inside and outside the school campus. Lastly, students of single-parents, whose educational level is elementary, demonstrated a moderate level of stress. This is congruence to Graetz's (2009) study that children from parents with low occupational status face many barriers in transiting from one stage of education to the next.

Extent of coping strategies Filipino high school students

Generally, the findings in Table 2 revealed that students showed a high extent of coping strategies, which means that high school students with single-parents possessed a conscious effort to solve personal and interpersonal problems and see that the problems are minimized. Meaning to say, students with single-parents can manage their stress by looking for something good in the problem at hand and trying to set the stressful situation in a different light to make it more positive.

When grouped according to demographics, high school students also showed a high extent of coping strategies regardless of academic level, sex, family monthly income, and single-parents educational level. Descriptively, junior high school (M=2.72, SD= 0.38) had a higher ability to cope with the stressors. The result implied that parents' provision and support during junior years are apparent. Further, help students cope with stress. However, senior students perceive a lower ability to cope with the stressors. Apart from this, senior students, especially those away from home for the first time, experience much pressure to adapt to senior life. These implications are consonance to the study of Johnson, Batia, and Hauan (2008) that another category that evokes stress is a social adjustment, particularly adjusting to college life and separating from family and friends.

Moreover, females (M=2.70, SD=0.37) had a higher extent of coping than males. They employed the emotion-focused as their coping style. It is supported by the study of Matud (2004) that females undergo more emotional distress, and their coping style is more emotion-focused than that of males. However, male students used the avoidance-focused as their coping. It was observed that the female sought more social support, while the male sought more avoidance-focused strategies (Eschenbeck, Kohlmann, & Lohaus, 2007).

Furthermore, those with high family monthly income (M=2.89, SD= 0.27) had a great extent of coping. Meaning to say, if the family is gaining more, their coping towards the stressors is extensive. According to Yarcheski (2001), students who possess a rich repertoire of coping resources are likely to cope more successfully with stressors imposed by the school setting. This superior coping strategy is likely to be reflected in higher levels of satisfaction with life. Lastly, single-parents, whose educational level is secondary (M=2.72, SD= 0.31), had a great extent of coping. If the parents are employed, then the coping skills of a child will be at risk. It implies that a child's effective coping strategies must be coupled with an adequate support network that will lead to a better ability to manage stress.

As a whole, the emotion-focused strategy of coping with stress is predominantly used by students with than the problem-focused and avoidance-focused strategy. They attempt to reframe the problem to no longer evoke a negative emotional response and elicits less stress (Kausar, 2010).

Table 2. Extent of coping strategies of Filipino high school students

Variable	Coping Strategies			Problem			Emotion			Avoidance		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
Academic Level												
Junior High School	2.72	0.38	GE	2.78	0.46	GE	2.95	0.46	GE	2.41	0.40	LE
Senior High School	2.59	0.31	GE	2.46	0.29	LE	2.88	0.36	GE	2.42	0.50	LE
Sex												
Male	2.69	0.37	GE	2.72	0.47	GE	2.86	0.43	GE	2.49	0.41	LE
Female	2.70	0.37	GE	2.76	0.43	GE	3.02	0.45	GE	2.34	0.40	LE
Family Monthly Income												
Low	2.61	0.37	GE	2.64	0.46	GE	2.85	0.46	GE	2.34	0.41	LE
High	2.89	0.27	GE	2.95	0.35	GE	3.15	0.33	GE	2.59	0.37	GE
Singe Parent's Educational Level												
Elementary	2.54	0.25	GE	2.50	0.28	LE	2.80	0.35	GE	2.33	0.11	LE
Secondary	2.72	0.31	GE	2.78	0.44	GE	2.90	0.36	GE	2.46	0.36	LE
College	2.69	0.41	GE	2.72	0.46	GE	2.97	0.49	GE	2.39	0.44	LE
As a Whole	2.70	0.37	GE	2.74	0.45	GE	2.94	0.44	HE	2.41	0.41	**LE**

Note: LE=Low extent, GE=Great extent

Relationship between demographics and academic stress

Pearson r was used to determine the significant relationship between the academic level, sex, and family monthly income.

The findings in Table 3A shows that there was significant relationship between academic stress and sex [r(65)=0.252, p=0.040], and family monthly income [r(65)=0.254, p=0.038]. This showed that both males and females with high or low income could manage stress differently. However, levels of academic stress differed among male and female students, with female students being inclined to than their male counterparts (Misra & Mckean, 2000). Females are more predisposed to encounter a high level of stress due to their being sensitive than males. (Akande, Olowonirejuaro, & Okwara-Kalu, 2014). Meaning to say, family income plays an important role in the academic performance of students. Moreover, the support system of the Catholic school towards students' personal development, including managing stress, proved to be effective.

Table 3A. Relationship between the demographics and academic stress

Variable	r	df	p
Academic level	0.075	65	0.546
Sex	0.252*	65	0.040
Family monthly income	0.254*	65	0.038

Note: *the correlation is significant when $p \leq 0.05$

On the other hand, no significant relationship was found between academic stress and academic level [r(65)=0.075, p=0.546]. Hence, the null hypothesis is accepted, respectively. This finding is supported by Garrett's (2001) study that students have a unique cluster of stressful experiences or stressors. The experience of Catholic formation and guidance received in school was probably influential in communicating and translating the appropriate skills to effectively manage their academic stress

Spearman rank correlation was used to ascertain the significant relationship between academic stress and single-parents educational attainment.

Table 3B reveals no significant relationship between academic stress and the single parent's educational attainment [r(65)=0.04, p=0.978]. The result suggested that students could surpass academic demands, regardless of the literacy of parents. It also implies that Catholic education has communicated the value of equality and acceptance without a biased opinion. However, students would think their education very stressful if the parents would require high expectations. High expectations of parents for their children to obtain higher grades and achieve better is becoming a big burden that is unendurable for them to carry (Deb, 2015).

Table 3B. Relationship between the demographics and academic stress

Variable	ρ	df	p
Singe Parent's Educational Attainment	0.004	65	0.978

Note: *the correlation is significant when p≤0.05

Relationship between demographics and coping strategies

The data in Table 4A shows a significant relationship between coping and family monthly income [r(65)=0.360, p=0.003]. Hence, the null hypothesis was rejected. This showed that both high and low family income could manage stress in diverse ways. The result of the study was supported by the findings that students have a varied cluster of stressful experiences resulting in different coping styles (Taylor, 2006; Park and Adler, 2003).

However, there was no significant relationship between coping and academic level [r(65)=-0.129, p=0.298] and sex [r(65)=0.019, p=0.877. Hence, the null hypothesis was accepted. Meaning to say, both junior and senior students can cope with the internal and external demands of stress.

Table 4A. Relationship between the demographics and coping strategies

Variable	r	df	p
Academic Level	-0.129	65	0.298
Sex	0.019	65	0.877
Family Monthly Income	0.360*	65	0.003

Note: *the correlation is significant when p≤0.05

On the other hand, the Spearman rank correlation was used to determine the significant relationship between academic stress and single-parents educational attainment.

Table 4B confirms no significant relationship between coping and single parent's educational attainment [ρ(65)=-0.056, p=0.654]. The result implied that either high or low status is not a determinant to gain a high level of stress. Also, whether or not the family income is enough will not hinder them from accomplishing their educational goals. Further, this affirms the study of Perino (2007), which revealed that senior high school students have a moderate academic stress level.

Table 4B. Relationship between the demographics and coping strategies

Variable	ρ	df	p
Singe Parent's Educational Attainment	0.056	65	0.654

Note: *the correlation is significant when p≤0.05

Relationship between academic stress and coping strategies

The data in Table 5 shows no significant relationship between academic stress and coping [r(65)=-0.209, p=0.818]; therefore, the null hypothesis was accepted. If coping is ineffective, it is not an indicator that the level of stress is high; moreover, when coping is effective, it is not a determinant that the level of stress is low. The empirical evidence has emphasized that the experience of being a student provides a context of coping with a wide range of academic stress (Pierceall & Keim, 2007).

The theory of Lazarus and Folkman (1984) about the Transactional Model of Stress and Coping was accepted. However, the result revealed that academic stress showed no correlation with coping strategies. Besides, academic stress is just one of the stressors or sources of stress that threatens to disrupt students' daily functioning that caused them to make adjustments. Moreover, the support for the model comes from students experiencing stress, their interaction between stressors, and their emotional response to fulfill the demands already supported the framework of the study.

Overall, the theoretical assumption of the paper, which states that academic stress relates to coping strategies, was accepted. Besides, partial support for the model came from students reporting using various cognitive and behavioral coping strategies and experiencing stress subjectively. It is stated that when faced with demands or pressure to adapt or change, people cognitively appraise their resources, coping skills, and ability to respond to demands of the environment (Lazarus & Folkman, 1984).

Table 5. Relationship between the academic stress and coping strategy

Variable	**r**	**df**	**p**
Academic Stress x Coping	-0.209	65	0.818

Note: *the correlation is significant when $p \leq 0.05$

5.0. Conclusion

Filipino high School students with single-parents generally had a low level of academic stress. Their extent of coping is great that it can influence the patterns of positive growth and development. The level of academic stress of high school students is not correlated to the extent of their coping strategies. Their low level of stress and a great extent of coping indicate their competencies and capabilities to accomplish and perform specific tasks set for them efficiently and successfully.

Having a low level of academic stress and a great extent of coping significantly are good indicators of school achievement. However, it may be better if added by external elements such as social support to offer a hand for accomplishing a specific task or outcome. It may result in a greater and stronger force that will direct behavior towards a goal.

Moreover, teachers' role as prime movers can help develop, build, and enrich students' academic-related tasks.

Lastly, parents' active participation in any school-related activities and monitoring students' status adds to the successes that the students may experience, especially in attaining holistic transformation.

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The Creation of the Diocese of Bacolod in 1932

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ABSTRACT. The creation of a mission territory evangelized for many decades or centuries by Augustinian Recollect missionaries into an apostolic vicariate or diocese was always an occasion for jubilation for them and the crowning glory of their efforts. This was the case of the Diocese of Bacolod in Negros Island, whose evangelization was entrusted to them in 1848. Thus the Recollect priests welcomed the good news and the arrival of the newly consecrated first local ordinary of Bacolod, Bishop Casimiro Lladoc, and his Manila entourage that included the Apostolic Delegate Guglielmo Piani, Bishop McCloskey of Jaro, and Father Leoncio Reta at Talisay parish church on 24 October 1933, earnestly urged parishioners to greet him along the way to the Recollect-built San Sebastian Cathedral and feted him with programs, speeches, and festive meals.

I. Creation of the Diocese of Bacolod

Through the apostolic constitution *Ad Christi regnum* of 15 July 1932,[1] Pope Pius XI created the Diocese of Bacolod, the capital of Negros Occidental, with the episcopal see at Bacolod and territories taken from the Jaro Diocese Iloilo and the Diocese of the Most Holy Name of Jesus in Cebu. The new ecclesiastical jurisdiction included the whole island of Negros, Siquijor, and the small islands on the eastern coast. Thus the Latin papal decree declares the four salient provisions:

1. *A dioecesi Jarensi integram insulam vulgo Negros nuncupatam destrahimus una cum parculis insulis ad orientem adiacentibus. Item a Nominis Jesu seu Caebuana dioecesi, in praesens vacante, insulam Siquijor nuncupatam avellimus ac distrahimus.* From the Diocese of Jaro, we take away the whole island, commonly known as Negros, together with the adjoining small islands in the east. We remove and separate from the Diocese of the Holy Name of Jesus or Cebu, *sede vacante* at present, together with the indicated island of Siquijor.

2. *Eregimus dioecesim de Bacolod.* [...] We erect the Diocese of Bacolod.[2]

3. [...] *Sedes in urbe Bacolod.* The see is in Bacolod City.

4. [...] *Cathedra in ecclesia Sancti Sebastiani, in eadem urbe, cum grado et dignitate Ecclesiae Catholicae* ... The seat is at San Sebastian Church in the same city with the rank and dignity of a Catholic church.

II. Bishop Casimiro named First Bishop of Bacolod

[1] The CBCP website for Bacolod Diocese declares that it was created on 16 May 1933. cf. *http://www.cbcponline.net/jurisdictions/bacolod.html.* Accessed 3 December 2015. Then its CBCP news dated 28 January 2008, it gives another date: 4 March 1933. This last date confuses the creation with the birthday—4 March—of Bishop Lladoc. Cf. *http://www.cbcpnews.com/?q=node/622.* The websites of the Diocese of Bacolod, "The Student Catholic Action of the Philippines," and the *catholic.ierarchy.org* agree with the Augustinian Recollect chronicles: 15 July 1932. Cf. *http://www.dioceseofbacolod.org.ph/ pages/ historicalhi.html* and *http://www.scaphilippines.com/bacolod.html* and https://www.catholic-hierarchy.org/diocese/ dbaco.html. Accessed 3 November 2015.

[2] The word "bacolod" means "hill" or "bank of stone" probably from the town called "Daanbanua" located three or four kilometers towards the barrio of Granada. Bacolod was founded in or about 1770. It was then transferred to its present site. Marcellán, however, stated in 1879 that Bacolod was founded in 1756. The natives of the place and families from Iloilo and Antique settled in the old site of Bacolod. Avellaneda avers that 1788 was the foundation year of Bacolod as a town. He confessed he could find no record of the date of its creation as a parish. In a parochial book of Binalbagan, however, Avellaneda saw an entry of 11 January 1802 where Father Eusebio Lauren signed as curate of Bacolod. In the *Cosas notables de Bacolod*, the Recollect parish Francisco Vega claims that Bacolod was founded as a parish in 1802. See Emmanuel Luis A. Romanillos, *Events in Bacolod, Negros Occidental, in the Parish Chronicle of (1871-1909) of Fr. Mauricio Ferrero, OAR, and Other Essays* (Bacolod 2016) 53.

Through his apostolic delegate in the Philippines, the Roman Pontiff appointed the then vicar general of the Diocese of Naga, Msgr. Casimiro Lladoc as bishop to govern the new ecclesiastical territory on 23 June 1933.[3] Msgr. Lladoc had a Licentiate in Canon Law and was a professor at the University of Santo Tomas. He was born in Pilar, Sorsogon, on 4 March 1893, and received the holy presbyterate on 25 March 1918.

Together with Bishop James Paul McCloskey (1870-1945) of Jaro in Iloilo and Bishop Francisco Javier Reyes (1876-1937) of Nueva Caceres as co-consecrators, the Apostolic Delegate Archbishop Guglielmo Piani (1875-1956) consecrated Casimiro Lladoc as bishop on 16 September 1933 in Manila.[4]

III. Recollects cede Negros parishes to the secular clergy

Soon after Bishop Lladoc's episcopal consecration, which was celebrated with much pomp, the Recollect superiors in Manila paid him their respects and asked him what he wanted. The bishop believed it was opportune to replace our priests in Bacolod with native clergy. And this was no sooner said than done. When the people in Negros saw that the Recollects broke camp by simply withdrawing themselves, some town leaders filed petitions and even registered their protests with the highest authorities. Bacolod[5], and several adjoining towns were under the Recollect administration. They owed almost everything to the Recollect Order. However, how erroneous were a great number of Christians! The Catholic missionary and his cause were more sublime: The ideal of religious orders was not circumscribed to a single territory!

The horizons of the Augustinian Recollect Order were not fundamentally linked to Bacolod, nor to five, nor to ten towns, although these towns—such as those of Negros—might be of such a great significance and so much glorious history for us. Without any trace of a doubt, to have prepared conveniently the apostolic vicariates—so lowly and so impoverished— and dioceses that were relatively opulent and of high morale like that of Negros, was an honor and splendor for the apostolic Province of Saint Nicholas of Tolentino.

Hence, since 1932 when the diocese was created, our confreres in Negros with all smiles advised and instructed the people in obedience, this axis of Catholicism, especially in the Philippines. The fears vanished, and the Recollects campaigned ceaselessly so that the new bishop would be welcomed in his diocese. It happened appropriately: with the pomp and majesty fit for a prince, with affection and enthusiastic applause.

IV. Ecclesiastical entourage from Manila sails to Negros in October 1933

The prelates of the Church in the Philippines were then in Manila. When their conferences were done, they expressed their desire to honor Bishop Casimiro M. Lladoc by accompanying him to Negros. Among those appointed for the entourage was Vicar Provincial Leoncio Reta, who kindly invited Father Miguel Avellaneda to join the trip and accompany him to Negros. This was a fine occasion for the historian to visit the two provinces and almost all the Recollect curacies.

The church entourage left Manila on 23 October onboard the steamer *Bohol*. It was the following day, 24 October, when the waiting welcome party caught sight of the ship from the Silay wharf. Another steamer *Princesa de Negros* where the welcome committee was on board, met the prelates from Manila. They then transferred to the *Princesa de Negros*, which had docked at the Silay wharf, and from there, the waiting convoy of cars led the entourage to the new Church of Silay. They made a brief stop there, visited the Blessed Sacrament, and went on their way to Talisay.

The convoy of vehicles was already a kilometer long. Long before the arrival in Talisay, the Recollect priests had prepared the crowds in an orderly manner. From time to time, hurrahs and congratulations reverberated along the way. The crowds grew bigger and bigger until there was hardly any space to walk anymore. The entourage members got down from their cars. The papal delegate, the archbishop, and other prelates under the pallium proceeded to the parish church of Talisay amidst hymns and loud shouts of "Long live!" At the Talisay church portal was the parish priest Father Luis Alvarez OAR with the fluvial cape and almost all the Augustinian Recollect parish priests of

[3] For more on Bishop Lladoc, visit *http://www.catholic-hierarchy.org/bishop/blladoc.html.*

[4] After eighteen years as bishop of Bacolod, the prelate passed away on 24 October 1951 at the age of 58. He was succeeded by Bishop Manuel P. Yap (1900-1966), Bishop of Capiz (1951-1952).

[5] The word "bacolod" means "hill" or "bank of stone" probably from the town called "Daanbanua" located three or four kilometers towards the barrio of Granada. Bacolod was founded in or about 1770. It was then transferred to its present site

Negros Island. They came to pay their respects to the new bishop. The rite was so lavish that the Holy Father's apostolic delegate, emotionally touched, also addressed the Catholic congregation of Talisay.

V. Bishop Lladoc takes possession of Bacolod

The entourage continued the trip to Bacolod. But the downpour which commenced to fall scattered the crowds, so much so that when the entourage reached Bacolod, the dignitaries could not get out of the cars without getting drenched. The ceremonies which should have been celebrated at the town square had to be cancelled. At once, we headed for the parish church—now the cathedral—, there the papal bulls were read before the people who filled the naves to the rafters, and the *Te Deum* hymn was sung. Shortly afterward, Bishop James Paul McCloskey of Jaro, Bishop Lladoc, and Archbishop Guglielmo Piani took turns reading their messages before the congregation. That night a popular banquet was held.

The following day, the new prelate celebrated the Pontifical Mass. Afterward, we had another sumptuous meal, which was hosted this time by the diocesan and regular clergy of the diocese for their local ordinary at the activity hall of La Consolacion College. During the two meals, speeches—in a bombastic manner—were delivered. Nonetheless, endless silly orations, though done in good faith, were not wanting either. But it was a memorable event for Bacolod as the Christian community welcomed its first bishop.

VI. Land area of the new diocese

According to the 1905 data from the Census Office of the United States of America, Negros Occidental had a land area of 3,130 square miles.[6] Its total population was 308,272.[7] Very sparsely populated, the western province had 98 inhabitants per square mile. Negros Oriental had a land area of 1,864 square miles. Its population was 201,494. In 1903, the Christian population of the two Negros provinces was 201,047.[8] The whole Negros was 208 kms. long and 80 kms. wide. The total land area was 12,642 sq. kms. The total population (1903) of eastern Negros was approximately 488,000.

Siquijor, the sub-province of Negros Oriental, which likewise belonged to the new diocese, was 27 kms. long from west-northwest to east-southeast and twenty kms. long from north to south. The population of Siquijor was approximately 12,500.

[6] Bacolod Diocese has 2,019 sq. miles only in the wake of creating the two Negros Dioceses of San Carlos and Kabankalan on 30 March 1987.

[7] The total population of the Philippines was 7,635,000, according to the *Summary of Principal Vital Statistics of the Philippines, 1903-1997*.

[8] The *2016-2017 Catholic Directory of the Philippines* (page 9) listed the Catholic population of Bacolod Diocese as 1,089,128 from 1,396,318.

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JOURNAL INFORMATION

Aims and Scope

The Philippine Social Science Journal (PSSJ) is an international refereed journal published by Recoletos de Bacolod Graduate School of the University of Negros Occidental-Recoletos. It publishes original and quality papers dealing with social science. It also includes anthropology, human geography, demography, business, management, economics, education, psychology, criminal justice, political science, social policy, international relations, sociology, law, media studies, history, health and well-being, and religion. As an international refereed journal, PSSJ continuously commits itself to provide a mentoring space for researchers and scientists to publish original and unpublished scholarly papers that can foster new knowledge and understanding of various societal issues and become the basis for policies and programs to enhance organizational practices and improve the quality of life.

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The Philippine Social Science Journal was the brainchild of Dr. Dennis V. Madrigal, first chief and managing editor under the chairmanship of Rev. Fr. Jose Alden B. Alipin, OAR, Graduate School Dean and Vice President for Academic. PSSJ was conceived with the idea of providing students and professors of the Graduate School and all research enthusiasts across the globe a platform to engage in research publication. The print maiden issue was released in December 2018. Then, the website of the journal was launched in May 2019 with the release of the online version of the maiden issue. Currently, PSSJ releases both the print and online versions twice a year in January and July.

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2. Orient the pages in portrait with 2.5 cm (1 inch) margin at each side except for the left with a 1.5 inch margin.

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ANALISIS ROA, ROE, EPS, PER, DAN DER TERHADAP HARGA SAHAM PADA PERUSAHAAN REAL ESTATE YANG TERDAFTAR DI BURSA EFEK INDONESIA PERIODE 2013–2016

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Abstract: *The aim of this research to examine are there impact of ROA, ROE, EPS, PER, and DER as an independent variable whit stock price as dependent variable on 10 real estate companies listed in Indonesia stock exchange and have financial statements in the period 2013–2016 so that the unit of analysis obtained is 40 financial statement list real estate company. The research variable consisted on independent variable in the form of return on asset* (X1), *return on equity* (X2), *earning per share* (X3), *price earning ratio* (X4), *debt to equity ratio* (X5), *and stock price (Y) as a dependent variable. Methods of data collection in of this research is the method of documentation. Data analysis technique were use multiple linier regression. Based on the results of regression analysis known that influence of return on asset, return on equity, earning per share, price earning ratio, and debt to equity ratio and simultaneously influence the stock price on the Indonesia stock exchange in period 2013–2016 at 92,8% while the rest influenced by other variables is not examined in this research. Partially, return on asset and earning per share significantly influence to stock prices, while return on equity, price earning ratio, debt to equity ratio but not significant effect on stock prices.*

Keywords: *stock prices, return on asset, return on equity, earning per share, price earning ratio* and *debt to equity ratio*

PENDAHULUAN

Persaingan bisnis yang semakin hari semakin ketat saat ini mendorong perusahaan untuk memiliki keunggulan bersaing agar dapat memenangkan persaingan. Oleh karena itu dibutuhkan modal yang cukup untuk menghasilkan keunikan produk agar dapat bersaing dengan perusahaan sejenis.

Modal dapat diperoleh dari mana saja salah satunya dengan menawarkan kepemilikan perusahaan tersebut kepada masyarakat/publik (*go public*). Pasar modal pada dasarnya adalah pasar yang tidak berbeda jauh dengan pasar tradisional, di mana ada pedagang, pembeli, dan juga ada tawar menawar harga.

Investasi diartikan sebagai pengeluaran atau pembelanjaan penanaman suatu modal atau perusahaan untuk membeli barang-barang modal dan juga perlengkapan produksi untuk menambah kemampuan memproduksi barang dan juga jasa yang tersedia.

Salah satu bidang investasi yang cukup menarik namun berisiko tinggi adalah investasi saham. Saham merupakan surat bukti bahwa kepemilikan atas aset-aset perusahaan yang menerbitkan saham (Tandelilin, 2001). Saham perusahaan publik sebagai komoditi investasi tergolong berisiko tinggi karena sifat komoditasnya sangat peka terhadap perubahan yang terjadi, baik perubahan di luar negeri maupun di dalam negeri, perubahan politik, ekonomi, dan mone-

ter. Perubahan tersebut dapat berdampak positif yang berarti naiknya harga saham atau berdampak negatif yang berarti turunnya harga saham.

Dalam melakukan analisis dan memilih saham, ada dua analisis atau pendekatan yang sering digunakan, yaitu analisis teknikal dan analisis fundamental (Jumayanti Indah Lastari, 2004). Analisis teknikal adalah suatu metode yang digunakan untuk menilai saham, di mana dengan metode ini para analis melakukan evaluasi saham berbasis pada data-data statistik yang dihasilkan dari aktivitas perdagangan saham, seperti harga saham dan volume transaksi.

Harga saham adalah faktor yang membuat para investor menginvestasikan dananya di pasar modal dikarenakan dapat mencerminkan tingkat pengembalian modal. Pada prinsipnya, investor membeli saham adalah untuk mendapatkan dividen serta menjual saham tersebut pada harga yang lebih tinggi *(capital gain)*.

Pada penelitian ini peneliti akan mengukur pengaruh *earning per share* (EPS), *return on asset* (ROA), *return on equity* (ROE), *price earning ratio* (PER), dan *debt to equity ratio* (DER) terhadap harga saham perusahaan real estate.

Kehadiran pasar modal di Indonesia ditandai dengan banyaknya investor yang mulai menanamkan sahamnya dalam industri *real estate* dan properti. Bisnis *real estate* dan properti baik residensial maupun komersial menunjukkan perkembangan yang cukup pesat di Indonesia.

Pada penelitian ini peneliti juga menggunakan data laporan keuangan pada perusahaan *real estate* dan properti dari tahun 2013–2016 yang pada periode tersebut merupakan periode di mana harga saham mengalami kenaikan yang cukup signifikan. Pada penelitian ini menggunakan objek 10 perusahaan *real estate* yang telah mengeluarkan laporan keuangan 2016 dan mengalami peningkatan dalam hal harga saham.

KERANGKA TEORETIS

Saham

Saham adalah surat berharga sebagai bukti penyertaan atau pemilikan individu atau institusi dalam suatu perusahaan (Ang, 1997). Menurut Brigham dan Houston (1999) saham adalah tanda kepemilikan perusahaan, kepemilikan saham biasanya disimbolkan dengan saham biasa (*common stock*).

Return on Asset (ROA)

Menurut Brigham dan Houston (2001:90), "Rasio laba bersih terhadap total aktiva mengukur pengembalian atas total aktiva (ROA) setelah bunga dan pajak". Sedangkan menurut Horne dan Wachowicz (2005:235), "ROA mengukur efektivitas keseluruhan dalam menghasilkan laba melalui aktiva yang tersedia; daya untuk menghasilkan laba dari modal yang diinvestasikan". *Return on assets* menunjukkan seberapa banyak laba bersih yang bisa diperoleh dari seluruh kekayaan yang dimiliki perusahaan, karena itu dipergunakan angka laba setelah pajak dan (rata-rata) kekayaan perusahaan.

Return on Equity (ROE)

Bodie dan Marcus (2006) menyatakan bahwa ROE merupakan salah satu dari dua dasar untuk menentukan tingkat pertumbuhan beta perusahaan. Kadang cukup wajar berasumsi bahwa ROE yang tinggi di masa lalu tidak berarti bahwa ROE perusahaan di masa depan juga tinggi. Menurut Kasmir (2008: 204) bahwa hasil pengembalian ekuitas atau *return on equity* atau *rentabilitas* modal sendiri merupakan rasio untuk mengukur laba bersih sesudah pajak dengan modal sendiri.

***Earning Per Share* (EPS)**

Price earning ratio menggambarkan apresiasi pasar terhadap kemampuan perusahaan dalam menghasilkan laba (Darmaji, 2001:139). Sedangkan menurut Ang (1997: 24), "*Price earning ratio* merupakan perbandingan antara harga pasar suatu saham dengan *earning per share* (EPS) dari saham yang bersangkutan".

***Price Earning Ratio* (PER)**

Price earning ratio menggambarkan apresiasi pasar terhadap kemampuan perusahaan dalam menghasilkan laba (Darmaji, 2001:139). Sedangkan menurut Ang (1997: 24), "*Price earning ratio* merupakan perbandingan antara harga pasar suatu saham dengan *earning per share* (EPS) dari saham yang bersangkutan".

***Debt to Equity ratio* (DER)**

Debt to equity ratio adalah rasio yang mengukur sejauh mana besarnya utang dapat ditutupi oleh modal sendiri (Darmadji dan Fakhruddin, 2006: 200). Rasio ini menunjukkan komposisi atau struktur modal dari total utang terhadap total modal yang dimiliki perusahaan.

Pengaruh ROA terhadap Harga Saham

Return on assets (ROA) menurut pandangan Brigham dan Houston (2006:109) "adalah mengukur tingkat pengembalian atas total aktiva." Semakin besar ROA menunjukkan kinerja perusahaan semakin baik, karena return semakin besar. Dengan adanya return yang semakin besar maka akan menarik minat investor untuk menanamkan modalnya pada perusahaan tersebut sehingga selanjutnya akan berdampak pada kenaikan harga saham karena bertambahnya permintaan terhadap saham perusahaan tersebut.

Oleh karena itu, secara teoretis ROA memiliki pengaruh yang positif terhadap harga saham. Pernyataan tersebut diperkuat oleh hasil penelitian E. Amaliah Itabillah (2011) bahwa ROA tidak mempunyai pengaruh negatif yang signifikan terhadap harga saham. Dari uraian di atas maka dapat disimpulkan hipotesis dalam penelitian ini adalah sebagai berikut.

H1: *Return on assets* (ROA) berpengaruh dan signifikan terhadap harga saham.

Pengaruh ROE terhadap Harga Saham

Menurut Chrisna (2011: 34) kenaikan *return on equity* biasanya diikuti oleh kenaikan harga saham perusahaan tersebut. Semakin tinggi ROE berarti semakin baik kinerja perusahaan dalam mengelola modalnya untuk menghasilkan keuntungan bagi pemegang saham. Dapat dikatakan bahwa perusahaan tersebut dapat menggunakan modal dari pemegang saham secara efektif dan efisien untuk memperoleh laba.

Dengan adanya peningkatan laba bersih maka nilai ROE akan meningkat pula sehingga para investor tertarik untuk membeli saham tersebut yang akhirnya harga saham perusahaan tersebut mengalami kenaikan. Hasil penelitian Cerpen Naibaho (2010) menunjukkan bahwa *return on equity* (ROE) berpengaruh terhadap harga saham.

H2: *Return on equity* (ROE) berpengaruh dan signifikan terhadap harga saham.

Pengaruh EPS terhadap Harga Saham

Earning per share (EPS) merupakan salah satu informasi akuntansi yang menunjukkan besarnya keuntungan bersih per lembar saham

yang mampu dihasilkan perusahaan. Darsono dan Ashari (2005:57) mengatakan bahwa "*Earning per share* (EPS) adalah mengukur besarnya pengembalian modal untuk setiap satu lembar saham."

EPS yang tinggi menunjukkan bahwa tingkat efisiensi dan efektivitas pengelolaan perusahaan baik. Pemegang saham biasa dan calon pemegang saham sangat tertarik akan EPS, karena hal ini akan menggambarkan jumlah rupiah yang diperoleh untuk setiap lembar saham. 21 Peningkatan EPS menandakan bahwa perusahaan berhasil meningkatkan taraf kemakmuran investor, dan hal ini akan mendorong investor untuk menambah jumlah modal yang ditanamkan pada perusahaan.

Pernyataan tersebut diperkuat oleh hasil penelitian dari Siti Marfuatun dan Iin Indarti (2012) dan E. Amaliah Itabillah (2011) bahwa EPS berpengaruh positif dan signifikan terhadap harga saham. Dari uraian di atas dapat disimpulkan hipotesis dalam penelitian ini adalah sebagai berikut.

H3: *Earning per share* (EPS) berpengaruh dan signifikan terhadap harga saham.

Pengaruh Hubungan PER terhadap Harga Saham

PER menunjukkan seberapa besar bagi investor bersedia untuk membayar persatuan mata uang dari keuntungan yang dilaporkan dan inilah yang terjadi instrumen yang cukup penting. Menurut Husnan (2006:76): apabila pasar modal efisien, PER akan mencerminkan laba perusahaan, semakin tinggi rasio ini, makin tinggi pertumbuhan laba yang diharapkan pemodal. Kondisi ini tentu saja akan membuat ketertarikan tersendiri bagi investor. *Price earning ratio* merupakan suatu rasio yang lazim dipakai untuk mengukur harga pasar (*market price*) setiap lembar saham biasa dengan laba per lembar saham. Ukuran ini melibatkan suatu jumlah yang tidak secara langsung dikendalikan oleh perusahaan harga pasar saham biasa. Rasio harga/laba mencerminkan penilaian pemodal terhadap pendapatan di masa mendatang. (Simamora, 2000: 531).

Menurut Husnan (2001) secara fundamental rasio ini diperhatikan oleh investor dalam memilih saham karena perusahaan yang mempunyai nilai PER yang tinggi menunjukkan nilai pasar yang tinggi pula atas saham tersebut, sehingga saham tersebut akan diminati oleh investor dan hal ini pada akhirnya akan berdampak pada kenaikan harga saham.

Pengaruh DER terhadap Harga Saham

Debt to Equity Rasio (DER) menurut Husnan (2006: 70) "merupakan salah satu rasio keuangan yang mengukur seberapa besar kemampuan perusahaan dalam melunasi utang dengan modal yang dimiliki." Rasio ini menunjukkan perbandingan antara dana pinjaman dan modal dalam upaya pengembangan perusahaan.

Fara dharmastuti (2004) menyatakan bahwa: DER yang tinggi menunjukkan bahwa perusahaan sangat bergantung pada pihak luar yang mendanai kegiatan usahanya sehingga beban perusahaan juga meningkat. DER yang tinggi cenderung menyebabkan harga saham menurun karena jika perusahaan memperoleh laba, perusahaan cenderung menggunakan laba tersebut untuk membayar utangnya dibandingkan membagi dividen. Perusahaan dengan utang yang tinggi akan bangkrut, akibatnya investor akan menghindari saham-saham dengan nilai laba yang rendah yang akhirnya akan menurunkan harga saham yang akan berimbas pada harga saham.

Pernyataan tersebut diperkuat oleh hasil penelitian dari E. Amaliah Itabillah (2011) bahwa DER berpengaruh negatif secara parsial terhadap

harga saham. Dari uraian di atas maka dapat disimpulkan hipotesis dalam penelitian ini adalah sebagai berikut.

H5: *Debt to equity ratio* (DER) berpengaruh terhadap harga saham.

METODE PENELITIAN

Sample dan Prosedur

Pengumpulan data dilakukan dengan menggunakan data sekunder yang diterbitkan dan dipublikasikan oleh BI. Data tersebut dapat diakses melalui www.bi.go.id. Data yang di ambil merupakan data laporan keuangan 10 perusahaan real estate yang terdaftar pada Indonesia stock exchange memiliki laporan keuangan dari tahun 2013-2016. Data-data yang diambil adalah laporan keuangan bulanan perusahaan real estate.

Variabel Penelitian dan Pengukuran

Dalam penelitian ini jenis variabel yang digunakan adalah variabel independen dan variabel dependen. Variabel independen disebut juga sebagai variabel bebas, di mana variabel tersebut memengaruhi atau yang memengaruhi variabel dependen (variabel terikat). Sedangkan variabel dependen sendiri adalah variabel yang dipengaruhi atau yang menjadi akibat karena adanya variabel bebas. Variabel yang digunakan dalam penelitian ini adalah:

1. *return on asset (ROA)*
2. *return on equity (ROE)*
3. *earning Per Share* (EPS)
4. *price earning Ratio* (PER)
5. *debt to equity ratio* (DER)

Kelima variabel tersebut merupakan variabel independen, sedangkan variabel dependen yang digunakan adalah harga saham.

Analisis Regresi Linier Berganda

Alat yang digunakan dalam perhitungan ini menggunakan SPSS 20, dengan menggunakan model penelitian:

$$Y = á + â\,1\,X1 + â2\,X2 + â\,3\,X3 + â\,4\,X4 + â\,4\,X4 + â\,5\,X5 + .! \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (1)$$

Di mana:

Y = harga saham
α = konstanta
X1 = *return on asset* (ROA)
X2 = *return on equity* (ROE)
X3 = *earning per share* (EPS)
X4 = *price earning ratio* (PER)
X5 = *debt to equity ratio* (*DER*)
e = kesalahan pengganggu
β1-5 = koefisien regresi

Pengujian hipotesis yang akan dilakukan dalam penelitian ini ada beberapa tahapan, yaitu dengan menguji secara parsial (T), uji simultan (F), dan uji koefisien determinasi (R^2).

Uji parsial (T) digunakan untuk menunjukkan seberapa jauh pengaruh variabel independen dengan variabel dependen secara individual. Cara melakukan uji T adalah dengan membandingkan nilai statistik T dengan nilai Ttabel. Jika nilai statistik T> nilai Ttabel, maka H_o ditolak. Jika nilai Tstatistik < nilai Ttabel, maka H_o diterima.

Uji simultan (F) menunjukkan apakah ada hubungan secara bersama-sama antara variabel-variabel bebas dengan variabel terikat. Cara melakukan uji F ini yaitu dengan membandingkan nilai F hitung dan F tabel.Jika F hitung > F tabel, maka H_o ditolak dan menerima H_1.

Koefisien determinasi digunakan untuk mengukur seberapa jauh kemampuan model dalam menerangkan variasi variabel dependen. Nilai koefisien determinasi adalah antara 0 dan 1. Nilai R^2 yang kecil berarti kemampuan variabel-variabel independen dalam menjelaskan variabel dependen sangat terbatas. Nilai R^2 yang mendekati 1 menunjukkan bahwa variabel inde-

penden member hampir semua informasi yang dibutuhkan untuk memprediksi variabel dependen (Ghozali, 2011:97).

HASIL DAN PEMBAHASAN

Hasil penelitian ini adalah variabel ROA (β1) sebesar -113,65 menyatakan bahwa koefisien regresi yang negative yang berarti ROA memiliki hubungan negative dengan harga saham, variabel ROE (β2) sebesar -1,961 menyatakan bahwa koefisien regresi ROE mempunyai hubungan yang negative terhadap harga saham, koefisien regresi untuk variabel EPS (β3) sebesar 19,450 menyatakan bahwa koefisien regresi yang positif berarti EPS mempunyai hubungan yang positif terhadap harga saham, koefisien regresi untuk PER (β4) sebesar 21,615 menyatakan bahwa koefisien regresi yang positif berarti jika PER berpengaruh positif terhadap harga saham dan koefisien regresi untuk DER (β5) sebesar 4,273 menyatakan bahwa koefisien regresi yang positif mempunyai hubungan yang positif terhadap harga saham. Secara simultan kelima pembiayaan tersebut memiliki pengaruh terhadap ROE, hal ini sesuai dengan hipotesis lima atau H_{5} diterima.

Tabel 4.12
Hasil Uji Regresi Linier Berganda

Model		B	sig
1	(Constant)	-448.403	.050
	ROA	-113.648	.006
	ROE	-1.961	.901
	EPS	19.430	.000
	PER	21.615	.000
	DER	4.273	.068

Suatu variabel dikatakan berpengaruh apabila nilai signifikan lebih kecil dari 0,05, dari hasil perhitungan di atas variabel yang memiliki pengaruh signifikan terhadap ROE adalah murabahah dan mudharabah.

Persamaan yang diperoleh dari tabel di atas adalah sebagai berikut.

$$Y = -448{,}40 - 113{,}65X1 - 1{,}961X2 + 19{,}430X3 + 21{,}615X4 + 4{,}273X5 + e$$

Persamaan di atas memiliki makna sebagai berikut.

a. Konstan = -448,40
   Nilai konstan sama dengan -448,40 artinya jika nilai x (laporan keuangan yang menjadi variabel independen) sama dengan 0, maka harga saham sebesar 2,748.
b. *ROA* (X_1) = -113,65
   Nilai tersebut merupakan nilai koefisien regresi variabel *ROA* (X_1), terhadap Harga saham. Koefisien bernilai negatif artinya variabel independen memiliki hubungan terbalik dengan variabel dependen. Jika ROA mengalami kenaikan senilai 1, maka Harga saham mengalami penurunan sebesar -113,65.
c. *ROE* (X_2) = -1,961
   Nilai tersebut merupakan nilai koefisien regresi variabel *ROE* (X_2), terhadap harga saham. Koefisien bernilai negatif artinya variabel independen memiliki hubungan berbalik dengan variabel dependen. Jika pembiayaan ROE mengalami kenaikan senilai 1, maka harga saham mengalami penurunan sebesar -1,961.
d. *EPS* (X_3) = 19,430
   Nilai tersebut merupakan nilai koefisien regresi variabel *EPS* (X_3), terhadap harga saham. Koefisien bernilai positif artinya variabel independen memiliki hubungan searah dengan variabel dependen. Jika pembiayaan *EPS* mengalami kenaikan senilai 1 maka harga saham juga naik sebesar 19,430.

e. *PER* (X_4) = 21,615
   Nilai tersebut merupakan nilai koefisien regresi variabel *PER* (X_4), terhadap harga saham. Koefisien bernilai positif artinya variabel independen memiliki hubungan searah dengan variabel dependen. Jika pembiayaan *PER* mengalami kenaikan senilai 1 maka harga saham mengalami kenaikan sebesar 21,615.
f. *DER* (X_4) = 4,273
   Nilai tersebut merupakan nilai koefisien regresi variabel *DER* (X_4), terhadap harga saham. Koefisien bernilai positif artinya variabel independen memiliki hubungan searah dengan variabel dependen. Jika pembiayaan *DER* mengalami kenaikan senilai 1 maka harga saham mengalami kenaikan sebesar 4,273.

PEMBAHASAN

Dari hasil pengujian hipotesis secara simultan yang telah dilakukan hasil penelitian ini menunjukkan bahwa secara simultan terdapat pengaruh antara ROA, ROE, EPS, PER dan DER terhadap harga saham yang terdaftar di IDX pada periode penelitian 2013-2016 hal ini di tunjukkan dengan hasil nilai signifikansi F sebesar 0,000< 0,05 dan nilai F hitung> F tabel di mana 101,43 > 2,65 dan besarnya pengaruh yang diberikan adalah sebesar 92,8% dan sisanya 7,2% dipengaruhi oleh variabel lain yang tidak termasuk dalam penelitian ini.

Hasil pengujian hipotesis secara parsial yang telah dilakukan, variabel independen *return on asset* (ROA) berpengaruh signifikan terhadap harga saham. Ditunjukkan pula dengan nilai signifikansi T sebesar 0,000<5%. Tetapi dengan koefisien negative menandakan ada yang berarti ada eror terjadi pada data yang seharusnya berpengaruh positif atau saling keterkaitan. Hal ini terjadi karena pada data periode harga saham dan ROA sama. Berdasarkan dugaan dalam penelitian ini disebutkan bahwa ada pengaruh *return on equity* (ROE) terhadap harga saham. Dari hasil pengujian hipotesis secara parsial yang telah dilakukan, ternyata diketahui bahwa *return on equity* (ROE) tidak berpengaruh terhadap harga saham. Ini ditunjukkan dengan nilai signifikan t sebesar 0,901 > 0,05 tetapi mempunyai nilai koefisien negatif yang berarti jika ROE menurun akan membuat peningkatan harga saham.

Variabel independen *earning per share* (EPS) berpengaruh positif dan signifikan terhadap harga saham dengan ditunjukkan nilai signifikansi t sebesar 0,000 < 5%. Setelah melakukan uji hipotesis diketahui bahwa *price earning ratio* (PER) tidak berpengaruh secara signifikan dengan nilai signifikansi t sebesar 0,000 > 5%. Dari hasil pengujian hipotesis secara parsial yang telah dilakukan ternyata diketahui bahwa *debt to equity ratio* (DER) tidak berpengaruh terhadap harga saham, ini ditunjukkan dengan nilai signifikansi t sebesar 0,068 > 0,05 dan mempunyai nilai koefisien negatif sehingga jika *debt to equity ratio* (DER) turun maka nilai harga saham akan naik.

SIMPULAN DAN SARAN

Berdasarkan analisis data dan pembahasan yang telah dilakukan maka dapat diambil suatu kesimpulan bahwa secara simultan ROA, ROE, EPS, PER, dan DER berpengaruh secara signifikan terhadap harga saham.

Selanjutnya setelah di uji secara individu di ketahui terdapat tiga variabel yang berpengaruh terhadap harga saham dan dua variabel yang tidak berpengaruh. Ketiga variabel tersebut adalah *return on asset* (ROA), *earning per share* (EPS), dan *price earning ratio* (PER). Sedangkan

untuk variabel yang tidak berpengaruh dengan harga saham adalah *return on equity* (ROE) dan *debt to equity ratio* (DER)

Saran pada penelitian ini adalah data harga saham yang digunakan dalam penelitian menggunakan data saham per 31 Desember. Untuk penelitian selanjutnya diharapkan menggunakan data saham harian karena harga saham dapat berubah sewaktu-waktu. Manajemen pada perusahaan real estate sebaiknya memperhatikan tingkat solvabilitas perusahaan, karena aspek ini mempunyai pengaruh yang negatif terhadap harga saham sehingga dapat memperbaiki nilai perusahaan tersebut.

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ANALISIS TEKNOLOGI INFORMASI MOBILE BANKING DAN PERSEPSI RISIKO TRANSAKSI TERHADAP KEPUASAN NASABAH (Studi Kasus Bank Mandiri Syariah Cabang Jemur Handayani Surabaya)

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Abstract: *In this era of technology now a very important role in the banking business the role of technology is absolute, where in the banking system of information technology is needed to support the progress of the banking system. The purpose of this research is to know about the effect of Information Technology of banking car and Risk Transaction Perception on Banking Customer Satisfaction, because many people only think about the interest in the use of banking facilities but not many banks know the feeling of satisfaction that exist within the customer over the facility. This research is quantitative research with explanative research type by doing observation because it explains the relation between variables through hypothesis testing without giving treatment with sample taken from a population using questionnaire as primary data gathering tool, and generally is unit of individual analysis. The population taken as many as 155 respondents, taken from the respondent employees UNUSA Yayasan RSI Surabaya. The results of this study found that a significant value variable Perception of Technology (X1) 0,000 <0.05; value of significance variable Perception on Transaction Risk (X2) 0,010 <0,05; all the variables are very significant effect on Customer Satisfaction (Y) and from the results of this study suggested that Bank Syariah Mandiri Jemur Handayani Surabaya can improve the quality of its services, therefore the quality of good service is an important variable factor to make customer satisfaction.*

Keywords: *car banking technology, risk perception, satisfaction*

PENDAHULUAN

Pada era teknologi sekarang ini sudah begitu maju dan canggih, dengan menjadi peran yang sangat penting di dalam usaha bisnis khususnya bisnis perbankan. Pada lembaga keuangan khususnya dalam berbisnis di bidang perbankan sangat ketat dalam memperoleh nasabah, lembaga keuangan perbankan dituntut untuk meningkatkan pelayanan secara profesional sesuai dengan bidangnya masing-masing. Perubahan teknologi dan arus informasi yang sangat cepat telah mendorong lembaga keuangan untuk menghasilkan produk atau layanan yang dapat memenuhi kebutuhan dan keinginan nasabah, sehingga nasabah merasa puas dengan apa yang telah mereka dapatkan dari lembaga keuangan. Dengan pelayanan yang baik, maka nasabah akan merasa diperhatikan dan tidak diabaikan haknya.

Elektronik banking adalah fasilitas yang disediakan perusahaan perbankan melalui benda elektronik misalnya hand phone, computer, dan telepon untuk mengganti kebutuhan bertransaksi yang biasanya dilakukan oleh ATM. Dengan kata lain, nasabah dapat melakukan transaksi perbankan melalui hand phone ataupun internet seperti transaksi di mesin ATM. Elektronik banking membuka paradigma baru, struktur baru, dan strategi bagi retail bank, di mana bank menghadapi kesempatan dan tantangan

yang baru, seperti yang disampaikan oleh Mukherjee (dalam Berliana Widiastuti, 2010).

Kasmir (2005) mengatakan kalau pentingnya pemasaran di bidang perbankan perlu adanya perhatian dan pemikiran dalam rangka memenuhi kebutuhan dan keinginan masyarakat akan suatu produk jasa. Pemasaran dan pemberian informasi perbankan akan menjadi semakin penting dengan semakin meningkatnya pengetahuan masyarakat dalam bidang teknologi informasi. Untuk itu, pemasaran juga dapat dilakukan dalam rangka menghadapi pesaing dari waktu ke waktu yang semakin meningkat. Para pesaing justru semakin gencar melakukan usaha pemasaran dalam rangka memasarkan produk jasanya.

Andika dan Indrawati (2015) mengatakan bahwa pelayanan nasabah yang berkualitas merupakan salah satu cara menghadapi persaingan serta hal utama yang akan berpengaruh terhadap kepuasan nasabah dan pernyataan ini juga dikuatkan oleh Gaby dan Peggy (2014) yang mengungkapkan bahwa kualitas layanan yang baik tidak hanya akan berpengaruh pada kepuasan saja melainkan juga berdampak pada loyalitas nasabah itu sendiri untuk tetap menggunakan jasa bank.

Pada sektor perbankan sangat membantu dalam bertransaksi dengan adanya perangkat komunikasi seperti perkembangan teknologi yang pada saat ini, perkembangan ini sangat berpengaruh pada para pengguna fasilitas perbankan seperti halnya nasabah bank melakukan transaksi dan layanan perbankan lainnya. Helza (2007:2) mengatakan bahwa perkembangan dan kemajuan di bidang teknologi informasi akan mempermudah nasabah bank untuk bertransaksi dimanapun nasabah memanfaatkan fasilitas yang ada tanpa perlu harus menunggu transaksi di kantor bank dengan bertransaksi mobil banking dan ini juga sejalan dengan Irmadhani dan Nugroho (2012) yang menyampaikan bahwa online banking adalah layanan transaksi perbankan yang dapat dilakukan oleh nasabah baik dari rumah, tempat usaha atau di lokasi-lokasi lain yang bukan di lokasi bank yang riil atau di kantor cabang dengan menggunakan media komunikasi seperti komputer, telepon seluler dan telepon rumah. Adapun layanan perbankan berbasis online yaitu seperti halnya *automatic teller machine* (ATM) dan mobil banking.

Teknologi informasi melalui transaksi mobil banking, mobil banking, dan ATM dapat digunakan untuk bermacam-macam pada transaksi perbankan secara online dan di antaranya adalah (a) untuk mengecek saldo rekening dan history transaksi bank; (b) membayar macam-macam tagihan; (c) transfer antar-account dan kegiatan transaksi perbankan ini diharapkan bank semakin berkembang sesuai kebutuhan setiap nasabah, karena mobil banking adalah customer based sehingga pangsa pasar yang dilayani diharapkan akan semakin luas.

Namun demikian, penggunaan fasilitas online perbankan selain mempermudah penggunaan dalam transaksi perbankan, nasabah perlu juga memperhatikan mengenai adanya pemanfaatan fasilitas-fasilitas tersebut, pemikiran dalam persepsi risiko bertransaksi yang dilakukan tanpa bertatap muka secara langsung serta persepsi dalam segi keamanannya. Risiko *(risk)* transaksi dan kelengkapan fitur layanan perbankan on line atau dikenal dengan mobile banking merupakan hal yang sangat dipertimbangkan dalam melakukan transaksi maya *(virtual)* karena jarak, kemampuan teknologi dalam memfasilitasi transaksi, layanan yang tidak bertatap muka dengan petugas perbankan atau disebut juga dengan teller/customer service sehingga pelayanan dan fasilitas yang dimiliki perbankan bisa memberikan dampak kepuasan para nasabahnya.

Penggunaan fasilitas online perbankan selain mempermudah penggunaan dalam transaksi perbankan, nasabah perlu juga memperhatikan mengenai adanya pemanfaatan fasilitas-fasilitas tersebut, pemikiran dalam persepsi risiko bertransaksi yang dilakukan tanpa bertatap muka secara langsung serta persepsi dalam segi keamanannya. Risiko (risk) transaksi dan kelengkapan fitur layanan perbankan online atau dikenal dengan mobile banking merupakan hal yang sangat dipertimbangkan dalam melakukan transaksi maya (virtual) karena jarak, layanan yang tidak bertatap muka dengan petugas perbankan yang akan berdampak pada penggunanya/nasabah, artinya adanya teknologi dalam memfasilitasi transaksi, belum sampai memikirkan dampaknya antara lain adanya kepuasan nasabahnya, atas kemudahan-kemudahan yang diberikan karena inovasi produk harus diuji oleh penggunanya.

Berdasarkan latar belakang dan fenomena di atas maka perlu adanya perumusan untuk mengetahui analisis dari teknologi informasi mobil banking dan persepsi risiko transaksi memengaruhi kepuasan nasabah di Bank Syariah Mandiri Kantor Cabang Pembantu Jemur Handayani Surabaya.

Teknologi Informasi

Pada dunia bisnis pengembangan teknologi khususnya di bidang teknologi informasi, bahwa kata dari teknologi mengandung arti pengembangan dan penerapan berbagai peralatan atau sistem untuk menyelesaikan persoalan-persoalan yang dihadapi oleh manusia dalam kehidupan sehari-hari atau juga bisa disebut dengan pengembangan tata cara informatika. Azmi (2009: 2) mengatakan bahwa informasi adalah data yang diproses ke dalam bentuk yang lebih berarti bagi penerima dan berguna dalam pengambilan keputusan, baik dalam waktu sekarang atau untuk masa yang akan datang. Hal itu juga dikuatkan oleh pendapat Williams dan saywer dalam Seesar (2010:6) yang mengatakan teknologi informasi merupakan sebuah bentuk umum yang menggambarkan setiap teknologi yang membantu menghasilkan, memanipulasi, menyimpan, mengomunikasikan, dan atau menyampaikan informasi.

Dalam pengembangan teknologi informasi tidak lepas dengan yang dinamakan transaksi mobil banking, karena fitur layanan ini diharapkan bisa membantu kegiatan transaksi nasabah perbankan. Aplikasi teknologi informasi akan meningkatkan efisiensi, efektivitas, dan produktivitas sekaligus meningkatkan pendapatan melalui sistem penjualan yang jauh lebih efektif daripada bank konvensional. Tanpa adanya aplikasi teknologi informasi dalam mobil banking, maka mobil banking tidak akan berjalan dan dimanfaatkan oleh industri perbankan.

Lingkup Teknologi Informasi

Di dalam perangkat pendukung teknologi informasi dapat dibagi dalam dua bagian yaitu perangkat lunak *(software)* dan perangkat keras *(hardware)*. Perangkat keras *(hardware)* seperti halnya peralatan-peralatan yang bersifat fisik seperti memori, printer, dan keyboard, sedangkan software atau perangkat lunak meliputi instruksi-instruksi untuk mengatur perangkat keras agar bekerja sesuai dengan tujuan instruksi tersebut (Kadir, 2003). Menurut Jamal M.A. (2011:164-166) perangkat-perangkat teknologi informasi yang digunakan adalah sebagai berikut.

1) Komputer

   Komputer adalah perangkat berupa hardware dan software yang digunakan untuk

membantu manusia dalam mengolah data menjadi informasi dan menyimpannya untuk ditampilkan di lain waktu. Informasi yang dihasilkan komputer dapat berupa tulisan, gambar, suara, video, dan animasi.

2) *Laptop/Notebook*
   Laptop/notebook adalah perangkat canggih yang fungsinya sama dengan komputer, tetapi bentuknya praktis dapat dilipat dan dibawa ke mana-mana.
3) *Desk book*
   Deskbook adalah perangkat sejenis komputer dengan bentuknya yang jauh lebih praktis, yaitu CPU menyatu dengan monitor sehingga mudah diletakkan di atas meja tanpa memakan banyak tempat.
4) Personal digital assistant (PDA)/komputer genggam
   PDA adalah perangkat sejenis komputer, tetapi bentuknya sangat mini sehingga dapat dimasukkan dalam saku. Walaupun begitu, fungsinya hampir sama dengan komputer pribadi yang dapat mengolah data.
5) Flash disk, CD, DVD, disket, memory card
   Flash disk adalah media penyimpanan data yang dapat menyimpan data dalam jumlah besar.

Peranan Teknologi Informasi

Kadir (2003) yang mengatakan bahwa peranan teknologi informasi meliputi hal-hal sebagai berikut.

a. Teknologi informasi menggantikan peran manusia. Dalam tugas ini, teknologi informasi melakukan otomasi terhadap suatu tugas atau proses.
b. Teknologi informasi memperkuat peran manusia, yakni dengan menyajikan informasi terhadap suatu tugas atau proses.
c. Teknologi informasi berperan dalam restrukturisasi terhadap peran manusia.

Persepsi Risiko

Menurut Pavlou (2003), risiko transaksi adalah suatu keadaan *uncertainty* yang dipertimbangkan orang untuk memutuskan atau tidak melakukan transaksi secara online. Orang benar-benar mempertimbangkan jarak dan suasana impersonal dalam transaksi online dan infrastruktur global yang banyak mengandung unsur risiko. Risiko didefinisikan sebagai perkiraan subjektif konsumen untuk menderita kerugian dalam menerima hasil diinginkan. Dan Pavlou (2003) menyampaikan juga bahwa *perceived of risk* diukur dengan indikator sebagai berikut: (1) ada risiko tertentu, (2) mengalami kerugian, dan (3) pemikiran bahwa berisiko. Ada juga pemikiran bahwa berisiko yaitu suatu risiko yang belum terjadi saat akan melakukan transaksi jual beli melalui online shopping, sedangkan mengalami kerugian adalah suatu kejadian ketika sudah menggunakan online shopping pengguna mengalami kerugian.

Menurut Dowling dan Staelin dalam Pavlou (2001), kalau risiko itu meningkat dari sekadar informasi sampai pada keputusan pembelian produk (transaksi), risiko diasosiasikan dengan kepercayaan (kepercayaan). Dalam penelitian ini indikator risiko dilihat dari tindakan yang dilakukan oleh bank untuk memperkecil risiko dari penggunaan internet banking, diharapkan tindakan yang dilakukan oleh bank untuk memperkecil risiko akan berdampak positif pada minat konsumen untuk menggunakan teknologi yang ditawarkan.

Risiko *(risk*) transaksi merupakan hal yang sangat dipertimbangkan dalam melakukan transaksi maya *(virtual)* karena jarak, kemampuan

teknologi dalam memfasilitasi transaksi, layanan yang tidak bertatap muka dengan teller/customer service dan banyak hal yang dipertimbangkan nasabah bank dalam transaksi melalui internet banking. Konsumen semakin terdorong untuk mencari tambahan informasi ketika dihadapkan pada pembelian produk dengan risiko tinggi.

Risiko persepsian menjadi lebih tinggi ketika:

1. sedikit tersedia informasi mengenai produk
2. produk tersebut merupakan produk baru
3. produk tersebut memiliki produk yang kompleks
4. rendahnya kepercayaan diri konsumen untuk mengevaluasi merek
5. tingginya harga produk
6. produk tersebut penting bagi konsumen

DIMENSI PERSEPSI RISIKO

Menurut Mulyadi Nitisusastro (2012) dalam Pebri Rochmawati dimensi persepsi risiko adalah sebagai berikut.

1. Risiko keuangan, yaitu risiko yang berkaitan dengan kekhawatiran akan menghadapi kesulitan dalam hal dana.
2. Risiko fungsional, yaitu risiko tentang fungsi berkaitan dengan dampak negative yang akan timbul apabila konsumen mengetahui dan memahami banyak produk yang kan dibeli tersebut mengandung sejumlah keburukan apabila dibeli dan dikonsumsi.
3. Risiko fisik, yaitu risiko yang terkait dengan kekhawatiran konsumen bahwa suatu produk dapat menyebabkan suatu bahaya fisik tertentu.
4. Risiko psikologis, yaitu risiko yang terkait dengan terjadinya dampak negatif akan melekat pada dirinya apabila ia membeli dan mengonsumsi barang tersebut.
5. Risiko sosial, yaitu risiko yang terkait dengan dampak negatif yang datang dari lingkungannya apabila ia membeli dan mengonsumsi barang tersebut.
6. Risiko waktu, yaitu risiko bahwa sebuah keputusan akan menghabiskan banyak waktu.

KEPUASAN NASABAH

Salah satu tujuan utama perusahaan jasa dalam hal ini adalah menciptakan kepuasan nasabah. Kepuasan nasabah sebagai hasil penilaian nasabah terhadap apa yang diharapkannya dengan membeli dan mengonsumsi suatu produk/jasa. Kemudian harapan tersebut dibandingkan dengan kinerja yang diterimanya dengan mengonsumsi produk/jasa tersebut.

Menurut Kotler (2002:42) kepuasan adalah perasaan senang atau kecewa seseorang yang muncul setelah membandingkan antara persepsi atau kesannya terhadap kinerja atau hasil suatu produk dan harapan harapannya dan dikuatkan juga dengan pendapatnya Supranto (2001:224) bahwa kepuasan pelanggan merupakan perbedaan antara harapan dan kinerja yang dirasakan. Jadi, pengertian kepuasan pelanggan yaitu kinerja suatu barang sekurang-kurangnya sama dengan apa yang diharapkan.

Pengukuran kepuasan menurut Zeithaml, et al. (2006:130) yaitu variabel yang menggunakan indikator kepuasan pengguna teknologi layanan yang dilakukan sendiri seperti halnya berikut ini.

a) Mengatasi masalah saat dalam situasi yang sulit: konsumen akan merasa puas jika teknologi dapat mengatasi masalah/keperluan yang mendesak.
b) Lebih baik dari alternatif lain: konsumen akan merasa puas jika teknologi yang dilakukan lebih baik dari alternatif lain dari segi

mudah digunakan, menghindari layanan personel, menghemat waktu, kapan pun, di mana pun, dan menghemat uang.

c) Melakukan tugasnya: karena banyak kegagalan teknologi maka konsumen akan merasa puas jika teknologi yang digunakan dapat berjalan sesuai fungsinya.

Menurut Kotler dalam Tjiptono (2005:336) ada empat metode yang banyak digunakan dalam mengukur kepuasan pelanggan.

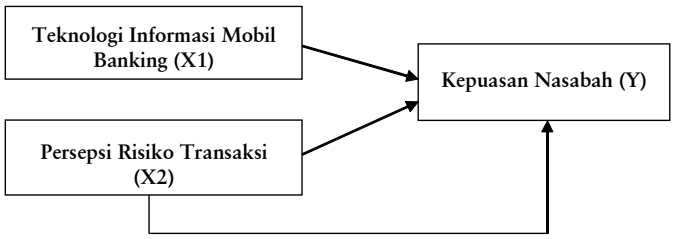
1) Sistem keluhan dan saran.
2) Memberikan kesempatan seluas-luasnya bagi para pelanggan untuk menyampaikan saran, kritik, pendapat, dan keluhan mereka. Media yang digunakan bisa berupa kotak saran, komentar, saluran telepon khusus bebas pulsa, dan lain-lain.
3) *Ghost shopping.*
4) Salah satu metode untuk mengetahui gambaran mengenai kepuasan pelanggan adalah dengan mempekerjakan beberapa *ghost shoppers* untuk berperan sebagai pelanggan potensial jasa perusahaan dan pesaing.
5) *Last customer analysis*.
6) Perusahaan semestinya menghubungi para pelanggan yang telah berhenti membeli atau yang telah beralih pemasok agar dapat memahami mengapa hal ini terjadi dan supaya dapat mengambil kebijakan perbaikan dan penyempurnaan selanjutnya.
7) Survei kepuasan pelanggan.
8) Umumnya sebagian besar penelitian mengenai kepuasan pelanggan menggunakan metode survei baik via pos, telepon, email maupun wawancara langsung.

Kepuasan dan ketidakpuasan adalah respons nasabah terhadap evaluasi kesesuaian (disconfirmation) yang dirasakan antara harapan sebelumnya (norma kinerja lainnya) dengan kinerja aktual produk yang dirasakan setelah pemakaiannya.

KERANGKA KONSEPTUAL

Kepuasan nasabah sangat dipengaruhi oleh faktor internal dari nasabah itu sendiri yang meliputi faktor kelas sosial, kebudayaan, pribadi, dan psikologi. Selain itu, kepuasan nasabah juga dipengaruhi oleh faktor eksternal seperti halnya rangsangan pemasaran seperti unsur-unsur dalam marketing mix dan rangsangan lainnya seperti perekonomian, teknologi informasi, politik, dan budaya.

Kerangka pemikiran dalam penelitian ini dalam dua bagian, yaitu variable bebas (*independent variables*) X, dan variabel terikat (*dependent variable*) Y, yaitu klarifikasi variabel teknologi mobil banking(X1), persepsi risiko transaksi(X2), dan Kepuasan nasabah(Y).



HIPOTESIS PENELITIAN

Berdasarkan latar belakang masalah, rumusan masalah, tinjauan pustaka, dan kerangka konseptual maka hipotesis penelitian disusun sebagai berikut.

H1: analisis teknologi informasi mobil banking dan persepsi risiko transaksi terhadap kepuasan nasabah.

H2: analisis teknologi informasi mobil banking dan persepsi risiko transaksi terhadap kepuasan nasabah.

METODE PENELITIAN

Rancangan penelitian ini merupakan penelitian kuantitatif dengan tipe penelitian penjelasan

(*explanative research*) dengan melakukan pengamatan/non-eksperimen karena menjelaskan hubungan kalusal antara variabel-variabel melalui pengujian hipotesis tanpa memberikan perlakuan (Singarimbun, 2006:5), serta dengan sampel yang diambil dari suatu populasi dengan menggunakan kuesioner sebagai alat pengumpul data primer dan pada umumnya merupakan unit analisis individu.

POPULASI

Populasi adalah wilayah generalisasi yang terdiri atas banyak objek atau subjek yang mempunyai kualitas dan karakteristik tertentu yang ditetapkan oleh peneliti untuk dipelajari dan kemudian ditarik kesimpulannya (Sugiyono, 2009:119). Populasi dalam penelitian ini adalah pegawai UNUSA Yayasan RSI Surabaya.

SAMPEL

Teknik pengambilan sampel di sini adalah sampling jenuh yaitu teknik penentuan sampel bila semua anggota populasi digunakan sebagai sampel (Sugiyono, 2009:68).

Sampel adalah sebagian dari jumlah dan karakteristik yang dimiliki oleh populasi tersebut ataupun bagian kecil dari anggota populasi yang diambil menurut prosedur tertentu sehingga dapat mewakili populasinya. Jika populasi besar dan peneliti tidak mungkin mempelajari seluruh yang ada di populasi, hal seperti ini dikarenakan adanya keterbatasan dana atau biaya, tenaga, dan waktu maka peneliti dapat memakai sampel yang diambil dari populasi.

Untuk menentukan jumlah sampel yang mewakili populasi dalam penelitian digunakan rumus Slovin (Umar, 2004: 108) sebagai berikut:

$$n = N/(1+N\ e\ \hat{}\ 2)$$

Keterangan
n = ukuran sampel
N = ukuran populasi
e = nilai kritis

Dalam penelitian ini jumlah populasi karyawan dengan batas kesalahan yang diinginkan adalah 5%.

METODE ANALISIS DATA

Analisis data merupakan suatu proses penyederhanaan data ke dalam bentuk yang lebih mudah dibaca dan diinterpretasikan. Dengan menggunakan metode kuantitatif, diharapkan akan didapatkan hasil pengukuran yang lebih akurat tentang respons yang diberikan oleh responden sehingga data yang berbentuk angka tersebut dapat diolah dengan menggunakan metode statistik.

HASIL PENELITIAN DAN PEMBAHASAN

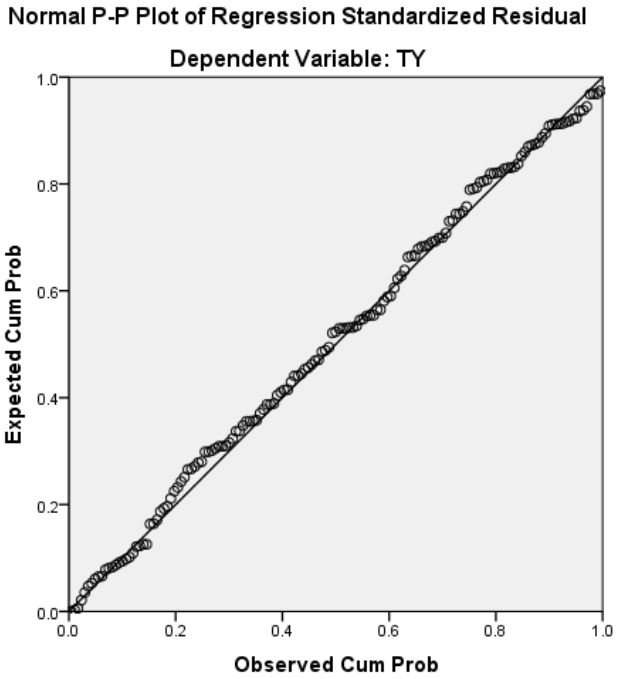
UJI VALIDITAS

Validitas merupakan derajat ketepatan antara data yang terdapat di lapangan dan data yang di laporkan kepada peneliti. Menurut Sugiyono (2001:91) menyatakan bahwa "suatu instrumen dikatakan valid, jika pertanyaan pada kuesioner mampu mengungkapkan sesuatu yang akan diukur oleh kuesioner tersebut". Hasil Pengujian validitas yang dilakukan menggunakan program SPSS for windows versi 20. Dengan r tabel = 0,157, dan hasil uji validasi menyatakan bahwa variable X1 dan X2 di atas 0,157 (Valid)

UJI RELIABILITAS

Pengujian reliabilitas digunakan untuk memperoleh pengukuran yang konsisten jika dilakukan

pengulangan pengukuran. Menurut Ghazali (2007:167) kriteria reliabilitas dikatakan reliabel jika koefisien Cronbach lebih besar dari 0,60 dan hasil uji reliabilitas menyatakan bahwa variabel X1 dan X2 di atas reliabel.



UJI NORMALITAS

Uji normalitas dilakukan untuk mengetahui apakah data yang diambil dalam penelitian berasal dari populasi yang berdistribusi normal atau tidak. Model regresi yang baik adalah yang datanya berdistribusi normal atau mendekati normal. Pengujian normalitas dalam penelitian ini yaitu melalui normal probability plot. Uji normalitas dengan normal probability plot mensyaratkan bahwa penyebaran data harus berada di sekitar wilayah garis diagonal dan mengikuti arah garis diagonal. Berdasarkan gambar di atas dapat disimpulkan bahwa data dalam penelitian ini memenuhi syarat normal probability plot sehingga model regresi dalam penelitian memenuhi asumsi normalitas (berdistribusi normal).

UJI MULTIKOLINIERITAS

Uji multikolinieritas bertujuan untuk menguji ada tidaknya korelasi antara variabel independent (bebas) dan variabel dependent (terikat) dalam suatu model regresi. Uji multikolinieritas dalam penelitian ini dilakukan dengan melihat nilai *variance inflation factor (VIF)*.

Pada uji multikolinieritas, jika nilai VIF kurang dari 10 maka tidak terdapat korelasi dan hasil uji multikolinieritas bahwa nilai VIF yaitu analisis atas teknologi informasi mobil banking (X1) sebesar 1,161; dan persepsi atas risiko transaksi (X2) sebesar 1.089 kurang dari 10. Hal ini dapat disimpulkan bahwa tidak terdapat multikolinieritas antara variabel tidak saling mengganggu atau memengaruhi.

UJI HETEROSKODESITAS

Uji heteroskodesitas dilakukan dengan menggunakan uji korelasi Rank Spearman yaitu mengorelasikan antara absolut residual hasil regresi dengan semua variabel bebas. Bila signifikan hasil korelasinya lebih kecil dari 0.05 (5%) maka persamaan regresi tersebut mengandung heteroskedastisitas dan sebaiknya berarti non heteroskedastisitas atau homoroskedastisitas. Hasil uji heteroskodesitas didapat variabel X1 sebesar 0,862; dan variabel X2 sebesar 0,919.

UJI NORMALITAS

Uji Normalitas dimaksudkan untuk mengetahui apakah residual yang diteliti berdistribusi normal atau tidak. Metode yang digunakan untuk menguji normalitas adalah dengan menggunakan uji Kolmogorov-Smirnov. Jika nilai signifikansi dari hasil uji Kolmogorov-Smirnov > 0,05 maka terdistribusi normal dan sebaliknya terdistribusi tidak normal. Hasil uji dengan menggunakan

Kolmogorov-Smirnov menunjukkan bahwa nilai siginifikansi sebesar 0,916 > 0,05, maka asumsi normalitas tersebut terpenuhi.

PENGARUH SIMULTAN DENGAN UJI F

Uji F dilakukan untuk menguji kesesuaian model regresi linier berganda. Uji F dalam penelitian ini dilakukan untuk menguji signifikansi pengaruh simultan antara variabel X1 dan variabel X2 terhadap variabel Y. Kriteria pengujian dengan uji F adalah dengan membandingkan nilai signifikansi dari nilai F (= 0,05) dengan ketentuan < 0,05 maka secara simultan berpengaruh signifikan atau bila F > 0,05 maka secara simultan tidak berpengaruh signifikan dan hasilnya dapat diketahui bahwa nilai signifikansi 0,000 < 0,05, hal ini variabel X1 dan X2 secara simultan berpengaruh signifikan terhadap variabel Y.

PENGARUH PARSIAL DENGAN UJI t

Uji t dilakukan untuk menguji signifikansi pengaruh parsial antara variabel X1, X2, terhadap variabel Y. Kriteria pengujian dengan uji t adalah dengan membandingkan nilai signifikansi dari nilai t (= 0,05) dengan ketentuan nilai signifikansi uji t < 0,05, maka variabel X1, X2 secara parsial berpengaruh signifikan terhadap variabel Y, bila uji t > 0,05 maka secara parsial tidak berpengaruh signifikan. Hasil uji t X1 sebesar 0,000 < 0,005, sedangkan X2 sebesar 0,010 < 0,05 artinya variabel X1 dan X2 secara parsial berpengaruh signifikan.

PENGUJIAN KOEFISIEN DETERMINASI (R2)

Koefisien determinasi (R2) pada intinya mengukur seberapa jauh kemampuan model dalam menerangkan variasi variabel dependen. Nilai koefisien determinasi adalah antara nol dan satu. Nilai R2 yang kecil berarti kemampuan variabel-variabel independen dalam menjelaskan variasi variabel dependen sangat terbatas. Nilai yang mendekati satu berarti variabel-variabel independen memberikan hampir semua informasi yang dibutuhkan untuk memprediksi variasi variabel dependen (Ghozali, 2001: 83). Nilai koefisien determinasi ditentukan dengan nilai adjusted R square.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,645[a]	,416	,400	,99773

a. Predictors: (Constant), TX1, TX2

b. Dependent Variable: TY

Hasil perhitungan Uji R2 dapat diketahui bahwa koefisien determinasi (adjusted R2) yang diperoleh sebesar 0,416. Hal ini berarti 41,6% variabel kepuasan nasabah dapat dijelaskan oleh variasi dari X1 dan X2, sedangkan 58,4% dijelaskan oleh variabel lain.

KESIMPULAN

1. Uji Parsial antara variabel bebas persepsi atas teknologi (X1), terhadap keputusan pembelian (Y), dengan nilai signifikansi = 0,000. Nilai signifikansi variabel persepsi atas teknologi (X1)) 0,000 < 0,05, hal ini menunjukkan variabel persepsi atas teknologi (X1) secara parsial berpengaruh signifikan terhadap kepuasan nasabah (Y).
2. Uji parsial antara variabel persepsi atas risiko transaksi (X3) terhadap kepuasan nasabah (Y) dengan nilai signifikansi = 0,010. Nilai signifikansi variabel persepsi atas risiko transaksi (X2) 0,010 < 0,05, hal ini menunjukkan variabel psikologis (X3) secara parsial ber-

pengaruh signifikan terhadap kepuasan nasabah (Y).

3. Penelitian ini diketahui bahwa teknologi informasi mobil banking (X1) dan persepsi risiko transaksi (X2) berpengaruh simultan terhadap kepuasan nasabah (Y), dan dibuktikan dengan hasil uji F dapat diketahui bahwa nilai signifikansi 0,000 < 0,05, hal ini menunjukkan bahwa persepsi atas teknologi informasi mobil banking (X1) dan secara simultan berpengaruh signifikan terhadap kepuasan nasabah (Y).

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PENGGUNAAN METODE HOUSE OF RISK UNTUK ANALISIS FAKTOR KETERLAMBATAN DAN PENYUSUNAN STRATEGI PENANGANAN: STUDI KASUS PEMBANGUNAN MALL

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Abstract: *In the work plan there are often operational problems that hinder the completion of a project such as lack of resources, improper resource allocation, delays in project implementation and other issues beyond the schedule in the work plan. The same happened to the mall development project experiencing operational problems. Project delays may come from service providers as well as from users of services or other parties. Therefore this thesis aims to analyze the factors causing the delay in completion of the mall development project. The method used in analyzing the problem in this project is house of delay which serves to analyze data of cause of delay. From the result of 5 delay events, 13 delay agents are then searched aggregate delay potential (ADP) value to determine 3 main problems causing delays in this project. Based on the analysis using the HOR method, found that the three main causes of the delay of mall development is the image changes, lack of coordination by the owner, and the addition of the scope of work. These 3 problems can be minimized by making good communication and coordination with the owner, creating procedures for making and changing pictures, creating a comprehensive check list.*

Keywords: *construction delay factors, house of delay, delay management*

PENDAHULUAN

Dalam proyek pembangunan mall sering terjadi keterlambatan yang disebabkan oleh adanya *disputes*. *Disputes* tersebut berasal dari beberapa faktor antar *stakeholder*, yang mana setiap *stakeholder* mempunyai permasalahan yang berbeda-beda dan hal tersebut memerlukan waktu yang cukup lama untuk mengidentifikasi faktor penyebabnya dan menemukan solusi yang tepat.

Selain itu terdapat pula beberapa faktor yang diduga memengaruhi keterlambatan proyek di antaranya berasal dari penyedia jasa, pengguna jasa maupun pihak lain yang dapat berdampak terhadap penambahan waktu dan biaya di luar rencana. Apabila faktor keterlambatan berasal dari kontraktor (penyedia jasa) maka kontraktor dapat dikenakan denda, begitu sebaliknya jika keterlambatan berasal dari pengguna jasa, maka pengguna jasa akan membayar kerugian yang ditanggung oleh penyedia jasa, yang jumlahnya ditetapkan dalam kontrak sesuai perundang-undangan yang berlaku.

Dalam perencanaan kerja sering kali timbul masalah-masalah operasional yang menghambat aktivitas penyelesaian suatu proyek seperti kurangnya sumber daya, alokasi sumber daya yang tidak tepat, keterlambatan pelaksanaan proyek dan masalah lainnya di luar jadwal dalam rencana kerja (Nicholas, 1990). Sering kali dalam pelaksanaan proyek terjadi keterlambatan yang tidak diinginkan dan tidak diketahui sebelumnya. Keterlambatan tersebut sangat merugikan pihak-pihak terkait, seperti kontraktor dan *owner.*

Assaf et al. (1995) menyebutkan bahwa penyebab keterlambatan antara lain dapat dilihat dari sisi material, tenaga kerja, peralatan, biaya,

perubahan-perubahan desain, hubungan dengan instansi terkait, penjadwalan dan pengendalian, lambatnya prosedur pengawasan dan pengujian yang dipakai dalam proyek, lingkungan, masalah kontrak, dan tidak adanya konsultan manajer profesional. Dengan menggunakan *relative importance index*, Haseeb (2011) menemukan bahwa terdapat lima faktor utama penyebab terjadinya keterlambatan proyek pada industri konstruksi di Pakistan yaitu *time overrun, cost overrun, abandonment, negotiations and court cases,* dan *disputes*.

Terlepas dari semua perencanaan yang ada, proses pembangunan mall sering kali terganggu oleh dispute yang muncul selama proses pembangunan berlangsung sehingga berpengaruh terhadap kinerja waktu dalam penyelesaian proyek. Hal tersebut merupakan permasalahan yang harus dicari solusinya. Selain itu, diperlukan langkah analisis keterlambatan serta bagaimana memitigasi faktor keterlambatan tersebut. Tujuan yang ingin dicapai dari penelitian ini yaitu mengidentifikasi faktor-faktor keterlambatan yang mungkin timbul dalam proses pembangunan mall, dan melakukan analisis terhadap keterlambatan yang berpeluang terjadi selama pelaksanaan proyek, serta menentukan langkah mitigasi yang efektif untuk mengurangi kemungkinan terjadi keterlambatan.

Maka dari itu, pada paper ini akan diteliti faktor-faktor penyebab keterlambatan proyek dan bagaimana memitigasi keterlambatan tersebut pada proyek pembangunan mall. Untuk mengidentifikasi penyebab keterlambatan dan analisis mitigasinya, paper ini akan mencoba mengadopsi metode *house of risk* yang dikembangkan oleh Pujawan (2009) untuk mencari penyebab dan solusi dari keterlambatan tersebut. Metode *house of riks* adalah metode sistematis untuk mengidentifikasi risiko dan penyebab risiko serta bagaimana mengurangi atau mengeliminasi penyebab risiko ke dalam suatu program pencegahan dan mitigasi keterlambatan. Dalam paper ini, metode ini diaplikasikan dengan menganalogikan risiko sebagai kejadian keterlambatan dengan tetap menggunakan tahap-tahap yang ada pada metode *house of risk* yang nantinya akan menjadi *house of delay.* Metode ini diharapkan dapat menghasilkan suatu strategi prioritisasi pemeliharaan yang proaktif dengan memfokuskan pada identifikasi keterlambatan proyek, penyebab keterlambatan, menentukan prioritas dan strategi penanganan dalam penyelesaian proyek pembangunan Mall. Dengan mengurangi faktor penyebab keterlambatan diharapkan dampaknya dapat dikurangi atau dicegah.

METODE

Paper ini disusun sebagai berikut mengadopsi tahap-tahap yang ada pada house of risk (HOR) untuk mencari faktor keterlambatan dan penanganan yang pada paper ini menjadi *house of delay* (HOD).

HOD *(House of Delay)*

Metode *house of delay* adalah metode untuk mengelola keterlambatan secara proaktif yang berfokus pada tindakan pencegahan, di mana agen keterlambatan yang teridentifikasi sebagai penyebab kejadian keterlambatan dapat dikelola dengan langkah proaktif yang efektif untuk dapat mengurangi kemungkinan terjadinya agen keterlambatan sehingga kejadian keterlambatan dapat dikurangi atau dicegah. Langkah proaktif tersebut dilakukan sesuai dengan urutan besarnya dampak yang mungkin ditimbulkan.

Pendekatan *house of delay* (HOD) ini dibagi menjadi dua fase sebagai berikut.

Tabel 1 Model HOD 1

		Delay Agent (Aj)							
		Owner		Kontraktor		Konsultan		Supplier	
No	Delay Event (Ei)	A1	A2	A3	A4	A5	A6	A7	Severity of Delay Event i (Si)
1	E1	R11	R12	R13	…	…	…	…	S1
2	E2	R21	R22	…	…	…	…	…	S2
3	E3	R31	…	…	…	…	…	…	S3
4	E4	R41	…	…	…	…	…	…	S4
5	E5	…	…	…	…	…	…	…	S5
6	E6	…	…	…	…	…	…	…	S6
7	E7	…	…	…	…	…	…	…	S7
8	E8	…	…	…	…	…	…	…	S8
Occurrence of agent j		O1	O2	O3	O4	O5	O6	O7	
Aggregate Delay Potential j		ADP1	ADP2	ADP3	ADP4	ADP5	ADP6	ADP7	
Priority Rank of Agent j									

1. HOD 1

HOD1 digunakan untuk menentukan atau mengidentifikasi agen keterlambatan untuk diberikan prioritas pencegahan. Mengidentifikasi urutan agen keterlambatan dengan menggunakan HOD1 seperti pada Tabel 1 dan dapat dilakukan dengan langkah seperti berikut.

a. Identifikasi *delay events*/kejadian keterlambatan (E_i) yang terjadi dalam setiap bisnis proses.
b. Identifikasi besarnya dampak keparahan/*severity* (S_i) jika *delay event* tersebut terjadi. Gunakan skala 1 hingga 5 untuk menilai dampak tersebut, yang mana 5 menggambarkan dampak keparahan sangat sulit.
c. Identifikasi *delay agents* dan lakukan penilaian terhadap probabilitas ($O_{j)}$ terjadinya (occurrence/A_j) setiap *delay agent* tersebut. Gunakan skala 1 hingga 6, yang mana 1 berarti hampir tidak pernah terjadi dan 6 adalah hampir pasti terjadi.
d. Tentukan matriks korelasi antar-masing-masing agen keterlambatan ($R_{ij)}$ dan kejadian setiap keterlambatan, gunakan skala 0, 1, 3, 9, di mana 0 mewakili tidak ada korelasi, 1 menyatakan korelasi rendah, 3 berarti sedang, dan 9 korelasi tinggi.
e. Hitung nilai *aggregate delay potential* agen J (ADP_j). Rumus perhitungan seperti berikut:

$$ADP_j = O_j \sum_i S_i R_{ij}$$

f. Meranking agen keterlambatan sesuai dengan nilai ADP, diurutkan mulai dengan nilai terbesar ke nilai yang terendah.

2. HOD 2

HOD2 adalah prioritas solusi penanganan yang efektif sesuai dengan anggaran dan resource yang ada. Model dari HOD2 tersebut dapat dilihat di Tabel 2 dan langkah dari HOD2 adalah sebagai berikut.

a. Pilih beberapa agen keterlambatan yang mempunyai ranking prioritas yang paling tinggi *(high-priority rank)* yang dihasilkan dari nilai perhitungan ADP pada langkah di HOD1.
b. Identifikasi tindakan pencegahan ($PA_{k)}$ yang dianggap efektif dan relevan dengan agen keterlambatan tersebut. Satu agen keterlambatan bisa ditangani oleh lebih dari satu tindakan pencegahan dan satu tindakan pencegahan bisa secara bersamaan mengurangi probabilitas terjadinya lebih dari satu agen keterlambatan.
c. Tentukan hubungan antara setiap tindakan pencegahan dan setiap agen keterlambatan ($E_{jk)}$ dengan menggunakan skala 0, 1, 3, 9, di mana 0 mewakili tidak ada korelasi, 1 menyatakan korelasi rendah, 3 berarti sedang, dan 9 korelasi tinggi antara aksi ***k*** dan agen ***j***.
d. Hitung nilai total efektivitas setiap tindakan. Nilai ini dapat menyatakan bagaimana tindakan yang diambil tersebut benar-benar dapat mengatasi probabilitas dari agen keterlambatan. Rumus dari total efektivitas adalah sebagai berikut:

$$TE_k = \sum_j ADP_j E_{jk}$$

e. Menilai tingkat kesulitan dalam melakukan setiap tindakan ($D_{k)}$. Tingkat kesulitan tindakan pencegahan ini harus dapat mengakomodasi dan mencerminkan anggaran dan sumber daya lainnya yang dibutuhkan dalam melakukan tindakan pencegahan tersebut.
f. Hitung total efektivitas rasio tingkat kesulitan (ETD_k) dengan rumus sebagai berikut:

$$ETD_k = {TEk}/{Dk}$$

g. Berikan ranking prioritas untuk setiap tindakan pencegahan (R_k) Prioritas untuk setiap tindakan pencegahan dinyatakan sesuai dengan nilai dari efektivitas rasio tingkat kesulitan (ETD_k) di mana urutan 1 diberikan pada tindakan pencegahan dengan nilai total efektivitas dari tingkat kesulitan paling tinggi. Tindakan pencegahan tertinggi menggambarkan tindakan pencegahan yang paling efektif dari segi biaya.

Tabel 2 Model HOD 2

	Preventive Action (PAK)					
To be treated delay agen (Aj)	PA1	PA2	PA3	PA4	PA5	Aggregate Delay Potensial (ADPj)
A1	E11	E12	E13	…	…	ADP1
A2	E21	E22	…	…	…	ADP2
A3	E31	…	…	…	…	ADP3
A4	…	…	…	…	…	ADP4
A5	…	…	…	…	Ejk	ADP5
Total effectiveness of action k	TE1	TE2	TE3	TE4	TE5	
Degree of difficulty performing action k	D1	D2	D3	D4	D5	
Effectiveness to difficulty ratio	ETD1	ETD2	ETD3	ETD4	ETD5	
Rank of priority	R1	R2	R3	R4	R5	

HASIL DAN PEMBAHASAN

Identifikasi Kejadian Keterlambatan

PT XYZ adalah salah satu perusahaan yang bergerak di bidang *property* dan *real estate* yang ada di Surabaya. Sejak didirikan mulai tahun 1990 sampai saat ini, perusahaan ini sudah berpartisipasi dalam memproduksi unit perumahan beserta *superblock area* yang berada pada tiga lokasi strategis di Surabaya yaitu Surabaya Timur, Surabaya Tengah, dan Surabaya Barat.

Di Surabaya barat, PT XYZ memiliki *superblock* terbesar yang terdiri dari hotel bintang lima, kondominium mewah, dan twin tower apartemen yang bernama Mall, yang juga merupakan pusat perbelanjaan terbesar, termegah, dan terluas di Indonesia dengan luas 180.000m^2 *leasable area*. Mall tersebut nantinya akan membantu penduduk *real estate* untuk memenuhi kebutuhan rumah tangga.

Proyek adalah kegiatan yang melibatkan sumber daya berupa tenaga kerja, peralatan konstruksi, material, uang, dan metode. Pada proyek pembangunan mall banyak sekali didapat dispute yang terjadi pada masa penyelesaian proyek, Sasaran proyek adalah diselesaikannya konstruksi fisik bangunan dengan tepat biaya, tepat waktu, dan tepat mutu. Pada proses tersebut dapat terjadi keterlambatan yang tidak diharapkan. Jika keterlambatan-keterlambatan tersebut terjadi maka proyek tidak dapat mewujudkan sasarannya yaitu tepat biaya atau tepat waktu atau tepat. Keterlambatan yang potensial adalah keterlambatan yang memiliki frekuensi terjadi yang tinggi dan memiliki pengaruh besar bagi pencapaian sasaran proyek.

Bagian-bagian pada operasional proyek yang memiliki keterlambatan tinggi menunjukkan bahwa bagian tersebut kurang ditangani dengan baik karena kurangnya kapabilitas sumber daya, baik dari manajer proyeknya maupun organisasi proyek. Data yang digunakan dalam penelitian ini diperoleh pada wawancara dengan *stakeholder*. Terdapat event keterlambatan proyek mall yang diidentifikasi dalam wawancara tersebut, 5 event keterlambatan ditemukan di lapangan serta dalam wawancara dengan *stakeholder* yang berhubungan dengan proyek pembangunan mall dan divalidasi oleh owner dan konsultan, hasil survei responden dapat dilihat pada Tabel 3.

Tabel 3 Identifikasi Keterlambatan dan Hasil Penilaian Dampak Keterlambatan

Kode	Delay Event	Severity
E1	Keterlambatan pembayaran oleh *owner*	3
E2	Keterlambatan material	2
E3	Keterlambatan pekerjaan akibat kesalahan kontraktor/subkontraktor	4
E4	Keterlambatan pekerjaan akibat kesalahan *owner*	4
E5	Keterlambatan serah-terima pekerjaan kontraktor	4

Dari 1 diketahui sebanyak 3 kejadian keterlambatan yang mempunyai nilai 4 yang artinya berdampak parah dan sangat berpengaruh pada penyelesaian proyek menurut validasi pada saat wawancara, 1 kejadian keterlambatan dengan nilai 3 ini berarti berdampak sedang karena sebagian kontraktor pada proyek pembangunan mall mempunyai pembiayaan yang cukup dan 1 kejadian keterlambatan dengan nilai 2 yang berdampak di bawah sedang karena pada proyek mall material jarang terjadi keterlambatan. Nilai dampak ini akan digunakan dalam perhitungan *aggregate delay potential (ADP),* yaitu untuk menentukan agen/penyebab keterlambatan yang paling berpengaruh berdasarkan perhitungan.

Identifikasi Agen/Penyebab Keterlambatan

Identifikasi penyebab/agen keterlambatan berasal dari wawancara yang dilakukan peneliti

dengan antar-stakeholder dan data yang ada pada proyek mall. Berawal dari event keterlambatan peneliti menelusuri lewat wawancara dan data apa saja yang menjadi agent keterlambatan, dapat dilihat pada Tabel 4.

Tabel 4 Identifikasi Agen Keterlambatan

No.	Delay Event	Delay Agent
1	Keterlambatan pembayaran ke kontraktor	Terjadinya tabrakan lingkup kerja antar-kontraktor
		Berkas kontraktor tidak sesuai
		Adanya penambahan lingkup kerja
		Lama proses Pembayaran pada *owner*
		Gambar berubah-ubah
2	Keterlambatan material	Material didatangkan dari luar
		Material berbeda harga dasar
		Pembayaran material tertunda
3	Keterlambatan pekerjaan akibat kesalahan kontraktor/subkontraktor	Kurangnya SDM
		Terdapat konflik dan kesalahpahaman
		Survei awal kontrak pada kontraktor tidak sesuai dengan yang di kerjakan
		Terjadinya tabrakan lingkup kerja antar kontraktor
		Koordinasi dengan *owner*
		Adanya nego ulang harga baru dan volume
		Berkas kontraktor tidak lengkap
4	Keterlambatan pekerjaan akibat kesalahan owner	Permintaan *customer* berbeda
		Gambar yang berubah-ubah
		Adanya penambahan lingkup kerja
		Proses pembayaran cukup lama
		Adanya nego ulang harga baru dan volume
5	Keterlambatan serah terima pekerjaan kontraktor	Gambar yang berubah-ubah
		Kurangnya SDM
		Terdapat konflik dan kesalahpahaman
		Survei awal kontrak pada kontraktor tidak sesuai dengan yang di kerjakan
		Terjadinya tabrakan lingkup kerja antar kontraktor
		Koordinasi dengan *owner*
		Adanya nego ulang harga baru dan volume
		Kurang matangnya perencanaan
		Adanya penambahan lingkup kerja
		Proses pembayaran cukup lama
		Adanya nego ulang harga baru dan volume

Tabel 5 Penilaian Responden Terhadap Probabilitas Kejadian Agen Keterlambatan

Kode	Delay Agent	Occurrence
A1	Terjadi tabrakan dalam lingkup kerja kontraktor	4
A2	Berkas pembayaran material yang tidak sesuai	2
A3	Penambahan lingkup kerja	4
A4	Proses pembayaran oleh owner	2
A5	Kurang koordinasi owner	4
A6	Perbedaan harga dasar	3
A7	Berkas kontraktor tidak lengkap dan sesuai	3
A8	Kurangnya sumber daya manusia pada kontraktor	4
A9	Sumber material berasal dari luar negeri	2
A10	Survey awal kontraktor tidak sesuai	3
A11	Perbedaan volume material	3
A12	Perubahan gambar	5
A13	Permintaan customer yang berbeda-beda	2

Nilai probabilitas ini juga akan digunakan dalam perhitungan *aggregate delay potential* (ADP), yaitu untuk menentukan agen/penyebab keterlambatan yang paling berpengaruh berdasarkan perhitungan.

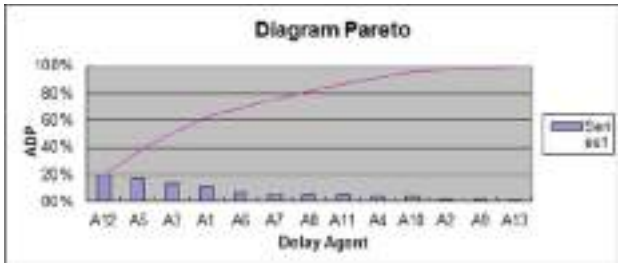
Penghitungan *Aggregate Delay Potential* (HOD1)

Nilai ADP ini diperoleh dari penjumlahan hasil perkalian tingkat *severity* dengan tingkat *occurrence*.

$$ADP_j = O_j \sum_i S_i R_{ij}$$

Terdapat lima kejadian keterlambatan yang telah diidentifikasi. Agen/penyebab keterlambatan yang telah diidentifikasi pada tahap sebelumnya terdapat 13. Satu agen keterlambatan dapat memunculkan satu atau lebih kejadian keterlambatan dan sebaliknya, satu kejadian keterlambatan dapat disebabkan oleh satu atau lebih agen keterlambatan. Perhitungan HOD1 dan peringkat agen keterlambatan dari yang paling tinggi bisa dilihat pada Tabel 6.

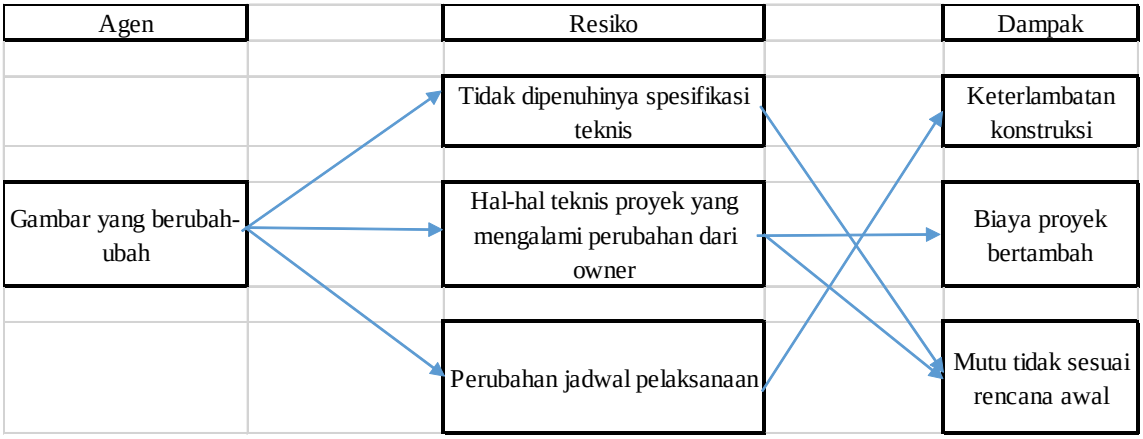
Dari hasil HOD1 didapat peringkat di atas dan diambil 3 tertinggi dengan diagram pareto 20:80 untuk nantinya agen keterlambatan tersebut dicari solusi penanganannya pada HOD2. Diagram tersebut dapat dilihat pada Gambar 1.



Gambar 1 Diagram Pareto HOD1

Tabel 6 Perhitungan HOD1 dan Peringkat Agen Keterlambatan

	Delay Agent (Aj)													
Delay Event (Ei)	A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	A11	A12	A13	Severity of Delay Event i (Si)
E1	9	0	3	9	3	0	9	0	0	0	0	9	1	3
E2	0	9	1	1	1	1	0	0	9	0	0	1	1	2
E3	9	3	9	0	9	9	9	9	0	9	9	9	1	4
E4	0	0	9	9	9	9	0	0	0	0	3	9	1	4
E5	9	1	9	3	9	1	3	3	3	3	3	9	1	4
Occurrence of agent j	4	2	4	2	5	3	3	4	2	3	3	5	2	
Aggregate Delay Potential j	396	68	476	154	595	234	225	192	60	144	180	685	34	
Priority Rank of Agent j	4	11	3	9	2	5	6	7	12	10	8	1	13	

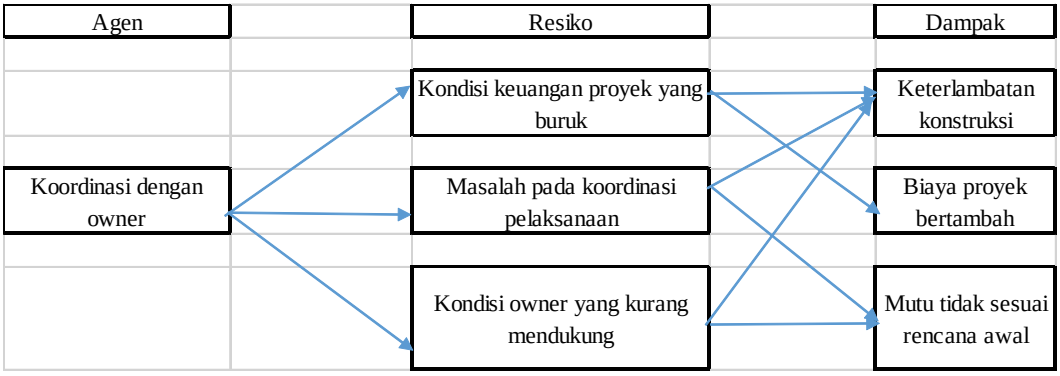


Gambar 2 Akibat dari Gambar Berubah-Ubah

Terlihat dari diagram pareto bahwa masalah utama keterlambatan proyek pembangunan mall adalah terjadi perubahan gambar sehingga menyebabkan banyak terjadinya keterlambatan pekerjaan pada kontraktor. Hal tersebut dikuatkan dengan lampiran data perubahan gambar.

Berdasarkan Gambar Diagram Pareto, 3 peringkat agen keterlambatan teratas adalah sebagai berikut.

1. Gambar yang berubah-ubah (A12), dengan nilai ARP sebesar 685. Jika selalu terjadi perubahan terhadap gambar keterlambatan yang mungkin terjadi adalah sebagai berikut (Gambar 2).
   a. Perubahan gambar dapat menyebabkan tidak terpenuhinya spesifikasi teknis yang sesuai dengan gambar terkini.
   b. Hal-hal teknis mengenai proyek dapat berubah seiring dengan adanya perubahan gambar.
   c. Akibat terjadinya perubahan gambar yang berulang-ulang maka dapat terjadi perubahan jadwal pelaksanaan.
2. Koordinasi dengan owner yang kurang baik (A5), nilai ADP 595. Keterlambatan yang mungkin terjadi jika koordinasi dengan owner kurang baik adalah sebagai berikut (Gambar 3).
   a. Kondisi keuangan proyek yang buruk, dampak yang akan ditimbulkannya adalah keterlambatan konstruksi, biaya proyek bertambah.
   b. Masalah pada koordinasi pelaksanaan, akan berdampak pada keterlambatan konstruksi, mutu pekerjaan tidak sesuai dengan yang direncanakan.
   c. Kondisi owner yang kurang mendukung, karena kurang koordinasi, maka akan terjadi kesalahpahaman informasi mengenai spesifikasi pekerjaan, sehingga mutu hasil pekerjaan tidak sesuai dan keterlambatan pelaksanaan konstruksi.
3. Tambahan lingkup kerja (A3), dengan nilai ADP 476. Keterlambatan yang mungkin terjadi jika terjadi penambahan lingkup kerja adalah sebagai berikut (Gambar 4).
   a. Tambahan lingkup kerja akan berakibat pada terganggunya jadwal pelaksanaan pekerjaan.
   b. Selain itu penambahan lingkup kerja juga akan berdampak pada masalah teknologi atau metode konstruksi, karena pekerjaan tersebut tidak ada dalam perencanaan.
   c. Penambahan lingkup kerja juga dapat menyebabkan perubahan jadwal pelaksanaan pekerjaan yang sudah ada sebelumnya.



Gambar 3 Akibat dari Koordinasi dengan *Owner*

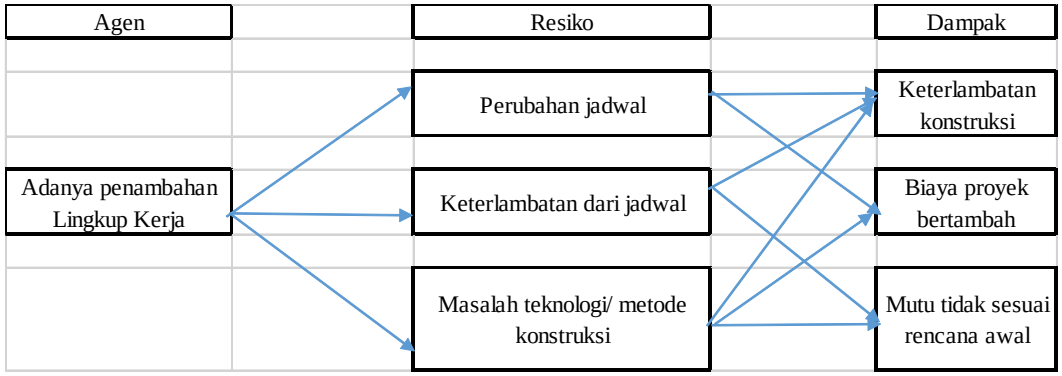
Aksi Mitigasi Untuk Penanganan Keterlambatan

Agen keterlambatan ini kemudian akan dimasukkan ke dalam model HOD fase 2 untuk perancangan aksi mitigasi. Aksi mitigasi yang dimaksud adalah tindakan (*action*) untuk mengurangi dampak dari suatu agen keterlambatan sebelum keterlambatan itu terjadi. Alternatif aksi mitigasi diperoleh dari brainstorming dengan owner dan kontraktor yang mengalami masalah tersebut. Fokus perancangan aksi mitigasi ini berdasarkan dari agen keterlambatan terpilih (3). Pemetaan aksi mitigasi ini dilakukan dengan tujuan untuk melihat pengaruh aksi mitigasi terhadap agen keterlambatan. Dengan cara melakukan pemetaan opsi aksi mitigasi dengan agen keterlambatan terpilih. Adapun alternatif aksi mitigasi yang dapat dilakukan seperti pada Tabel 7.

Tabel 7 Alternatif Aksi Mitigasi

Agen Keterlambatan	Aksi Mitigasi
Gambar berubah-ubah	Membuat prosedur pembuatan dan perubahan gambar
	Membuat jadwal yang realistis
Kordinasi dengan owner	Melakukan komunikasi dan koordinasi yang baik dengan owner
	Melakukan pengawasan terhadap penjadwalan
Adanya penambahan lingkup kerja	Membuat check list yang komprehensif
	Pemenuhan persyaratan pembayaran

Proses perancangan strategi dilakukan menggunakan matriks *House of Delay (HOR)* fase kedua untuk menyusun aksi-aksi mitigasi dalam menangani keterlambatan yang berpotensi timbul. Penilaian aksi mitigasi dilakukan berda-



Gambar 4 Akibat dari Adanya Penambahan Lingkup Kerja

sarkan tingkat kesulitan dalam melakukan masing-masing aksi mitigasi tersebut. Penilaian tersebut didapat dari hasil wawancara dengan owner. Penilaian tersebut dapat dilihat pada Tabel 8.

Tabel 8 Aksi Mitigasi

Kode	Aksi Mitigasi	Tingkat Kesulitan
PA1	Membuat jadwal yang realistis	3
PA2	Membuat check list yang komprehensif	4
PA3	Melakukan komunikasi dan koordinasi yang baik dengan owner	4
PA4	Pemenuhan persyaratan pembayaran	3
PA5	Membuat prosedur pembuatan dan perubahan gambar	3
PA6	Melakukan pengawasan terhadap penjadwalan	3

Perhitungan Rasio Total Efektivitas dengan Tingkat Kesulitan (HOD2)

Pada HOR fase kedua akan didapatkan rasio dari efektivitas aksi mitigasi yang sudah ditentukan dengan rumus:

$$TE_k = \text{“}_j ADP_j E_{jk}$$

Setelah itu didapatkan hasil efektif dengan kesulitan menggunakan rumus seperti contoh berikut.

$$\text{ETD}_k = TEk/Dk$$

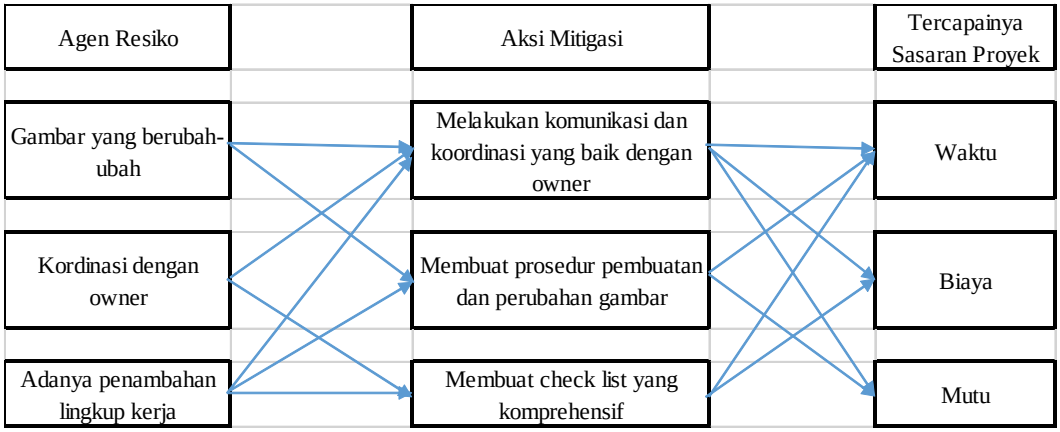
Dari hasil perhitungan akan diambil 3 aksi mitigasi dengan ratio terbesar. Tabel 9 menunjukkan perhitungan HOD2 & ranking (peringkat) aksi mitigasi yang harus diprioritaskan.

Berdasarkan tabel peringkat aksi mitigasi di atas diambil tiga peringkat teratas dalam aksi mitigasi sebagai berikut.

1. Melakukan komunikasi dan koordinasi yang baik dengan owner (PA3), komunikasi dan koordinasi dengan owner diperbaiki, sehingga pekerjaan konstruksi bisa berjalan kembali dengan baik, kesalahpahaman dan *human error* dapat terminimalisasi.
2. Membuat prosedur pembuatan dan perubahan gambar (PA5), dikarenakan peringkat tertinggi pada agen keterlambatan adalah perubahan gambar yang berulang-ulang maka sangat diperlukan prosedur pembuatan dan perubahan gambar yang jelas agar perubahan

Tabel 9 Perhitungan HOD2 dan Peringkat Aksi Mitigasi

	Preventive Action (PAK)						
To be treated delay agent (Aj)	**PA1**	**PA2**	**PA3**	**PA4**	**PA5**	**PA6**	**Aggregate Delay Potentials (ADPj)**
A12	3	3	3	1	9	0	685
A5	3	3	9	3	9	9	595
A3	3	9	9	9	3	3	476
Total effectiveness of action k	5268	8124	11694	6754	12948	6783	
	PA1	PA2	PA3	PA4	PA5	PA6	
Degree of difficulty performing action k	3	3	3	4	4	3	
Effectiveness to difficulty ratio	1756	2708	3898	1688,5	3237	2261	
Rank of priority	5	3	1	6	2	4	



Gambar 5 Hasil HOD

gambar tersebut tidak menjalar keterlambatannya ke agent keterlambatan yang lain.

3. Membuat checklist yang komprehensif (PA2), hal ini bermaksud agar semua proses proyek yang ada dapat terpantau secara sistematis progresnya dan dapat diketahui maping area mana yang dikerjakan tiap-tiap kontraktor.

Untuk tercapainya sasaran proyek dapat diketahui aksi mitigasi dari masing-masing agen keterlambatan yang dapat dilihat pada Gambar 6 berikut.

1. Gambar yang berubah-ubah dapat diatasi dengan cara membuat prosedur pembuatan dan perubahan gambar yang jelas dan sistematis. Selain itu selama terjadi perubahan gambar melakukan komunikasi dan koordinasi yang baik dengan owner adalah hal yang sangat perlu. Melalui aksi mitigasi di atas diharapkan dapat tercapainya sasaran proyek dari sisi waktu, biaya, maupun mutu.
2. Koordinasi dengan owner merupakan hal yang paling sering menjadi agen masalah pada proyek yang akan maupun sedang berjalan. Dengan melakukan komunikasi dan koordinasi yang baik dengan owner maka hal tersebut dapat diatasi dengan baik. Selain itu, membuat checklist yang komprehensif akan sangat membantu saat melakukan koordinasi dengan owner.
3. Adanya penambahan lingkup kerja menjadi penyebab masalah yang cukup serius pada suatu proyek. Hal ini dapat diatasi dengan melakukan komunikasi dan koordinasi yang baik dengan owner. Dengan adanya penambahan lingkup kerja, besar kemungkinan terdapat perubahan pada gambar. Membuat prosedur pembuatan dan perubahan gambar adalah solusi yang tepat untuk mengatasi hal itu selain membuat checklist yang komprehensif tentang penambahan lingkup kerja itu sendiri.

KESIMPULAN

Kesimpulan

Dari penelitian yang sudah di lakukan, metode House of Risk dapat digunakan untuk menganalisis keterlambatan menjadi House of Delay dan mendapatkan hasil sebagai berikut.

1. Terdapat lima kejadian keterlambatan yang diidentifikasi penulis dalam proyek pembangunan Mall yaitu keterlambatan pembayaran oleh *owner*, keterlambatan material, keterlambatan pekerjaan akibat kesalahan kontraktor, keterlambatan akibat kesalahan *owner*, keter-

lambatan serah terima pekerjaan kontraktor. Dan terdapat juga tiga belas agen/penyebab keterlambatan yang telah diidentifikasi yaitu terjadi tabrakan dalam lingkup kerja kontraktor, berkas pembayaran material yang tidak sesuai, penambahan lingkup kerja, proses pembayaran oleh *owner*, kurang koordinasi *owner*, perbedaan harga dasar, berkas kontraktor tidak lengkap dan sesuai, kurangnya sumber daya manusia pada kontraktor, sumber material berasal dari luar negeri, survei awal kontraktor tidak sesuai, perbedaan volume material, perubahan gambar, permintaan customer yang berbeda-beda.

2. Dari analisis data pada faktor keterlambatan tersebut maka dapat diperoleh hasil bahwa peringkat dari agen keterlambatan yang paling besar dan aksi mitigasi untuk masing-masing agen keterlambatan adalah sebagai berikut.
   a. Gambar yang berubah-ubah dapat diatasi dengan cara membuat prosedur pembuatan dan perubahan gambar yang jelas dan sistematis. Selain itu, selama terjadi perubahan gambar melakukan komunikasi dan koordinasi yang baik dengan owner adalah hal yang sangat perlu. Melalui aksi mitigasi di atas diharapkan dapat tercapainya sasaran proyek dari sisi waktu, biaya, maupun mutu.
   b. Koordinasi dengan owner merupakan hal yang paling sering menjadi agen masalah pada proyek yang akan maupun sedang berjalan. Dengan melakukan komunikasi dan koordinasi yang baik dengan owner maka hal tersebut dapat diatasi dengan baik. Selain itu, membuat checklist yang komprehensif akan sangat membantu saat melakukan koordinasi dengan owner.
   c. Adanya penambahan lingkup kerja menjadi penyebab masalah yang cukup serius pada suatu proyek. Hal ini dapat diatasi dengan melakukan komunikasi dan koordinasi yang baik dengan owner. Dengan adanya penambahan lingkup kerja, besar kemungkinan terdapat perubahan pada gambar. Membuat prosedur pembuatan dan perubahan gambar adalah solusi yang tepat untuk mengatasi hal itu selain membuat checklist yang komprehensif tentang penambahan lingkup kerja itu sendiri.

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IDENTIFIKASI KEBUTUHAN SISTEM MONITORING DAN PENGENDALIAN MULTI-PROYEK KONSTRUKSI DENGAN METODE HOUSE OF QUALITY
Studi Kasus: Dinas Pekerjaan Umum Kabupaten Gresik

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Abstract: *Every year, the committing officer, then called as PPK, as the manager of the owner construction project in the local government and its team often handles more than 50 (fifty) construction projects termed "multi construction projects". This study aims to identify the design needs of monitoring and controlling multi-construction projects system in the local government in order to be developed as a reference needs of monitoring and controlling system software. This study began by identifying the needs of PPK and stakeholders through interviews related to the system software that will be developed. The interview results were then grouped and described as "customer requirement attributes" and then made the "importance" level values of those attributes as a questionnaire. The quality result concluded that all customer requirements attributes were considered important with the total score range at 123–171 from the "importance" standard score is 105. Then a functional requirement was made for each customer requirement and analyzed using a method adopted from house of quality (HoQ) with final results are; the highest percentage from 36 (thirty six) of the relative importance weight from functional requirements is 6.42 percent and the lowest is 1.24 percent with 5 (five) highest sequences are 4.78 percent-6.42 percent.*

Keywords: *project management, control system design, multi construction projects, PPK/project manager owner, house of quality (HoQ)*

PENDAHULUAN

Salah satu program tahunan sasaran pembangunan di pemerintah daerah adalah peningkatan kualitas infrastruktur daerah, dalam hal ini ujung tombaknya adalah dinas pekerjaan umum. Pejabat pembuat komitmen (PPK) adalah pejabat yang bertanggung jawab pelaksanaan pengadaan barang atau jasa, di antaranya pekerjaan proyek konstruksi. Sesuai yang terjadi di lapangan selama ini di pemerintah daerah, seorang PPK selaku manajer proyek *owner* pemerintah tak jarang meng-*handle* lebih dari lima puluh paket pekerjaan konstruksi pada satu tahun anggaran berjalan yang diistilahkan di sini sebagai multi proyek konstruksi. Menurut (Irawan & Syairudin, 2015) bahwa *multiple project* memiliki lebih dari satu tujuan walaupun dilakukan pada lokasi yang sama maupun berbeda. Aritua et al. (2009) menyatakan bahwa sebagian besar proyek merupakan bagian dari lingkungan multi-proyek. Pengelolaan beberapa proyek menyajikan tantangan yang secara fundamental berbeda dari manajemen proyek tunggal. Perkembangan teori terbaru dalam filsafat teori kompleksitas memberikan dasar untuk memperoleh wawasan proposisi bahwa manajemen multi-proyek bukan merupakan ekstensi atau versi ditingkatkan dari manajemen proyek tunggal. Pada hakikatnya lingkungan multi-proyek menunjukkan karakteristik dari sistem adaptif kompleks yang menawarkan pendekatan baru untuk manajer proyek.

Menurut Gray & Larson (2011) evaluasi dan kontrol adalah bagian dari pekerjaan setiap manajer proyek. Jika dilihat dari scope yang begitu luas berupa pengendalian multi proyek dengan waktu yang terbatas satu tahun anggaran berjalan, tentulah sangat berat bagi PPK dalam melaksanakan tugasnya sebagai manajer proyek owner untuk melakukan monitoring dan pengendalian proyek di atas. Gray & Larson (2011) juga menyampaikan bahwa untuk kontrol yang efektif, manajer proyek perlu suatu sistem informasi tunggal untuk mengumpulkan data dan melaporkan kemajuan biaya, jadwal, dan spesifikasi.

Pada studi kasus di Dinas Pekerjaan Umum Kabupaten Gresik, salah satu PPK pada bidang Tata Bangunan dan Pengawasan mencoba membangun sistem monitoring proyek yang dinamakan "Simpro" pada tahun 2015 dan pertama diaplikasikan pada tahun 2016 dengan harapan aplikasi tersebut digunakan sebagai alat monitoring bagi PPK pada proyek multi konstruksi yang ditanganinya. Dari pengamatan peneliti ternyata Simpro yang telah dibangun kurang maksimal dimanfaatkan karena ternyata banyak kebutuhan stakeholder yang tidak terakomodasi oleh Simpro. Saat ini PPK menggunakan cara lain untuk memonitor perkembangan proyek-proyeknya melalui media WhatsApp, dan cara manual yang tidak terorganisasi dan terstruktur. Media WhatsApp hanya dipakai untuk informasi yang sebatas foto-foto aktual, peringatan-peringatan sementara, dan informasi lain yang bersifat umum. Sedangkan cara manual yang dimaksud adalah PPK melakukan monitoring proyek dengan menanyakan perkembangan proyek secara langsung kepada para *stakeholder* terkait seperti pejabat pelaksana teknis kegiatan, staf koordinator proyek, konsultan pengawas dan kontraktor. Monitoring dan kontrol yang efektif yang di harapan dari Simpro seperti pengumpulan data, pelaporan kemajuan biaya, jadwal, dan spesifikasi aktual di lapangan tidak diperoleh manfaatnya secara maksimal oleh PPK.

Masalah lain yang dihadapi oleh PPK dalam menangani multi proyek ini antara lain: perbedaan waktu (*time schedule*) pada setiap paket pekerjaan sehingga pemetaan *schedule* masing-masing kegiatan proyek sering tak terpantau, titik lokasi proyek menyebar, dan dimungkinkan terletak pada lokasi yang terpencil seperti Pulau Bawean sehingga sulit untuk memonitor perkembangan *schedule performance* kontraktor dengan cepat pada masing-masing paket kegiatan proyek sehingga antisipasi solusi atas hambatan proyek terlambat dilakukan, serta terpenuhinya kualitas mutu konstruksi pada setiap pekerjaan proyek konstruksi sesuai kontrak pada masing-masing proyek.

Berdasarkan gambaran di atas maka perlu dilakukan identifikasi terhadap kebutuhan *software* sistem monitoring dan pengendalian berupa respons teknis (*functional requirements*) yang sesuai dengan harapan PPK dan tim *owner* untuk dapat dikembangkan menjadi *prototype* pengembangan sistem monitoring tahap desain sistem.

KERANGKA TEORETIS

Kerangka teori di bawah ini menunjukkan beberapa teori yang terkait dengan sistem informasi manajemen proyek sebagai dasar rujukan kebutuhan teknis desain sistem monitoring dan pengendalian multi proyek konstruksi yang akan dikembangkan.

Sistem Informasi Manajemen Proyek

Keberhasilan pengelolaan proyek salah satunya ditentukan oleh tersedianya informasi yang dibutuhkan oleh pihak manajemen untuk membuat keputusan. Keputusan yang tepat dipenga-

ruhi tersedia tidaknya informasi yang akurat, tepat waktu, dan lengkap mengenai jadwal, biaya, dan performansi. Untuk itu perlu suatu sistem yang mampu menyediakan kebutuhan informasinya (Santosa, 2009).

Secara umum, sistem informasi manajemen proyek diharapkan mampu sebagai berikut.

1. Menyediakan informasi yang perlu untuk melakukan perencanaan, pengendalian dan ringkasan-ringkasan dokumen.
2. Memisahkan data dari system informasi komputer yang lain ke dalam database proyek.
3. Mengintegrasikan pekerjaan, biaya, tenaga kerja, dan informasi jadwal untuk menghasilkan perencanaan, pengendalian dan laporan ringkas untuk manajer proyek, orang-orang fungsional dan pihak manajemen yang lebih tinggi.

Struktur Sistem Informasi Monitoring Proyek

Menurut Gray & Larson (2011), sebuah sistem monitoring proyek melibatkan pemantauan sebagai berikut.

1. Data yang harus dikumpulkan meliputi: status proyek (jadwal dan biaya), sisa biaya yang diperlukan untuk penyelesaian proyek, tanggal proyek akan selesai, potensi masalah yang harus ditangani, kegiatan *out-of-control* yang memerlukan intervensi, *cost and/or schedule overruns* dan alasan penyebabnya, serta prediksi waktu *overrun* untuk menyelesaikan proyek.
2. Pengumpulan data dan analisisnya meliputi: siapa yang bertugas mengumpulkan data proyek, bagaimana data dikumpulkan, kapan data dikumpulkan, siapa yang akan mengompilasi dan menganalisis data.
3. Laporan dan pelaporan meliputi: siapa yang menerima laporan, bagaimana laporan ditransmisikan, kapan laporan didistribusikan.

Biasanya, laporan kemajuan proyek dirancang dan dikomunikasikan secara tertulis atau bentuk lisan. Secara umum, progress report mengikuti hal-hal berikut.

1. Progress sejak laporan terakhir.
2. Status proyek saat ini: jadwal (*schedule*), biaya (*cost*), dan lingkup (*scope*).
3. *Cumulative trends.*
4. Masalah dan isu-isu sejak laporan terakhir: tindakan dan solusi masalah lebih awal, perubahan pekerjaan baru, dan identifikasi masalah.
5. Rencana tindakan korektif.

Mengingat struktur sistem informasi dan sifat output-nya, kita dapat menggunakan sistem untuk tampilan interface dan memfasilitasi proses pengendalian proyek. Tampilan interface ini harus relevan dan simpel jika menginginkan kontrol yang efektif.

Evaluasi Kemajuan Pekerjaan dan Pengukuran Kinerja

Menurut (Gray & Larson, 2011) evaluasi dan kontrol adalah bagian dari pekerjaan setiap manajer proyek. Kontrol dengan "sering inspeksi" dan/atau "keterlibatan" dapat mengatasi masalah lebih detail dalam proyek-proyek kecil. Tapi proyek-proyek besar membutuhkan beberapa bentuk kontrol formal. Kontrol oleh orang yang bertanggung jawab, mencegah masalah kecil untuk kemudian menjadi masalah besar, dan terus fokus.

Kontrol adalah salah satu hal yang sering diabaikan dari manajemen proyek. Sayangnya, tidak jarang untuk menemukan resistensi untuk mengontrol proses. Pada intinya, mereka yang meminimalkan pentingnya kontrol melewatkan kesempatan besar untuk menjadi manajer yang efektif dan memungkinkan organisasi untuk men-

dapatkan keunggulan kompetitif. Mengabaikan kontrol dalam organisasi dengan beberapa proyek bahkan lebih serius. Untuk kontrol yang efektif, manajer proyek perlu suatu sistem informasi tunggal untuk mengumpulkan data dan melaporkan kemajuan biaya, jadwal, dan spesifikasi.

Kontrak Konstruksi Pemerintah

Laporan kontrak konstruksi pemerintah merupakan salah satu pedoman yang berlaku untuk menjalankan proses pelaksanaan proyek konstruksi bagi PPK dan stakeholder yang terlibat. Laporan hasil pekerjaan sesuai Permen PUPR No.31/PRT/M/2015 (2015) diuraikan sebagai berikut.

1. Pemeriksaan pekerjaan dilakukan selama pelaksanaan kontrak untuk menetapkan volume pekerjaan atau kegiatan yang telah dilaksanakan guna pembayaran hasil pekerjaan. Hasil pemeriksaan pekerjaan dituangkan dalam laporan kemajuan hasil pekerjaan.
2. Untuk kepentingan pengendalian dan pengawasan pelaksanaan pekerjaan, seluruh aktivitas kegiatan pekerjaan di lokasi pekerjaan dicatat dalam buku harian sebagai bahan laporan harian pekerjaan yang berisi rencana dan realisasi pekerjaan harian.
3. Laporan harian berisi:
   a. jenis dan kuantitas bahan yang berada di lokasi pekerjaan;
   b. penempatan tenaga kerja untuk tiap macam tugasnya;
   c. jenis, jumlah dan kondisi peralatan;
   d. jenis dan kuantitas pekerjaan yang dilaksanakan;
   e. keadaan cuaca termasuk hujan, banjir dan peristiwa alam lainnya yang berpengaruh terhadap kelancaran pekerjaan; dan
   f. catatan-catatan lain yang berkenaan dengan pelaksanaan.
4. Laporan harian dibuat oleh penyedia, apabila diperlukan diperiksa oleh konsultan, dan disetujui oleh wakil PPK (pejabat pembuat komitmen).
5. Laporan mingguan terdiri dari rangkuman laporan harian dan berisi hasil kemajuan fisik pekerjaan dalam periode satu minggu serta hal-hal penting yang perlu ditonjolkan.
6. Laporan bulanan terdiri dari rangkuman laporan mingguan dan berisi hasil kemajuan fisik pekerjaan dalam periode satu bulan, serta hal-hal penting yang perlu ditonjolkan.
7. Untuk merekam kegiatan pelaksanaan pekerjaan konstruksi, PPK, dan penyedia membuat foto-foto dokumentasi dan video pelaksanaan pekerjaan di lokasi pekerjaan sesuai kebutuhan.

Proses Pembuatan Perangkat Lunak

Pada proses pembuatan perangkat lunak, peneliti membatasi penelitiannya sampai tahap kebutuhan perangkat lunak dan desain perangkat lunak. Menurut SWEBOK Guide V3.0 (2014) tahapan di atas diuraikan sebagai berikut.

1. Kebutuhan perangkat lunak (*software requirements*)
   Software *requirements* memperhatikan tentang elisitasi, analisis, spesifikasi, dan validasi persyaratan perangkat lunak serta pengelolaan persyaratan selama siklus hidup seluruh produk lunak.
2. Desain perangkat lunak
   Proses penyusunan desain perangkat lunak terdiri dari dua hal berikut.
   a. Desain dasar perangkat lunak
      Pada tahapan ini dilakukan penyusunan konsep desain perangkat lunak secara

Gambar *Requirements Development* & *Management Process*
Sumber: Potter & Sakry (2014)

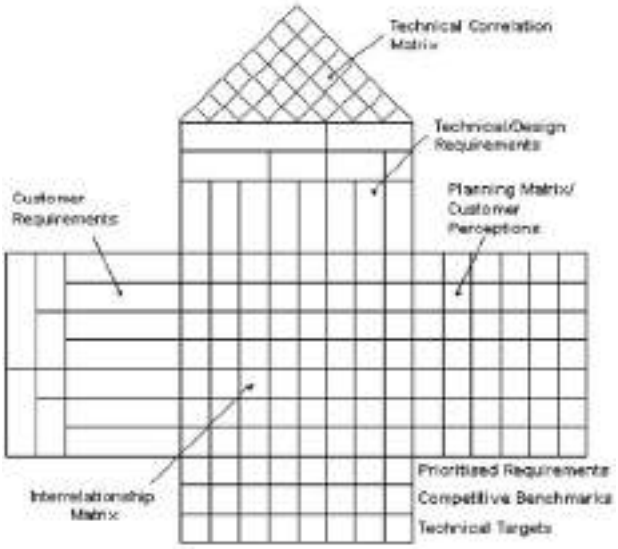
umum, kemudian dilakukan desain isi dari perangkat lunak tersebut, selanjutnya desain proses dari perangkat lunak yang akan disusun, kemudian dilakukan penyusunan prinsip dari perangkat lunak tersebut.

b. Isu kunci dalam perangkat lunak
Proses ini dilakukan dengan penyusunan isu-isu kunci yang terkait dengan perangkat lunak yang akan disusun. Hal tersebut akan berkaitan erat dengan fitur-fitur apa saja yang akan ditanamkan pada perangkat lunak tersebut.

Pembahasan penelitian akan disesuaikan dengan lingkup penelitian yaitu pada "isu kunci dalam perangkat lunak" berupa identifikasi kebutuhan desain sistem monitoring dan pengendalian multi proyek konstruksi.

House of Quality

(Akao, 1994) menyampaikan bahwa *quality function deployment* (QFD) mempunyai kemampuan unik menerjemahkan permintaan pengguna ke dalam persyaratan teknis. Menurut (Tapke, Muller, Johnson, & Sieck, 1997), setiap perusahaan selalu menggunakan data dan informasi untuk membantu dalam proses perencanaan. QFD menggunakan format matriks untuk menangkap sejumlah isu yang sangat penting untuk proses perencanaan. Metode *the house of quality* (HoQ) *matrix* banyak digunakan dengan menerjemahkan kebutuhan pelanggan, berdasarkan riset pemasaran, dan benchmarking data dalam jumlah yang sesuai target rekayasa yang harus dipenuhi oleh desain produk baru. Pada



Gambar *House of Quality*

dasarnya, HoQ adalah saraf pusat dan mesin yang menggerakkan seluruh proses QFD. Menurut Hauser & Clausing (1988) HoQ adalah "Semacam peta konseptual yang menyediakan sarana untuk perencanaan *interfunctional* dan komunikasi." Ada banyak bentuk yang berbeda dari *house of quality*, namun kemampuannya untuk disesuaikan dengan persyaratan dari masalah khusus membuat sistem yang sangat kuat dan andal untuk digunakan. Format umum terdiri dari enam komponen utama. Ini termasuk kebutuhan pelanggan, persyaratan teknis, matriks perencanaan, sebuah keterkaitan matriks, ma-

triks korelasi teknis, dan prioritas/tolok ukur dan target teknis bagian.

METODE PENELITIAN

Kerangka Penelitian

Berdasarkan tujuan penelitian ini yaitu mengidentifikasi kebutuhan sistem monitoring dan pengendalian multi proyek konstruksi yang akan didesain, peneliti mengumpulkan data keinginan/kebutuhan melalui wawancara kepada 30 (tiga puluh) responden antara lain PPK dan *stakeholder* yang terlibat dalam pelaksanaan proyek konstruksi di Kabupaten Gresik. Menurut Alwi (2015) yang mengutip Roscoe (1975) menyatakan bahwa ukuran sampel lebih dari 30 dan kurang dari 500 adalah tepat untuk kebanyakan penelitian. Kemudian dari hasil wawancara tersebut dikelompokkan atau diklasifikasikan atas pendapat/masukan yang sama atau sejenis yang disebut peneliti sebagai atribut keinginan/kebutuhan (*customer requirements*). Dari hasil atribut tersebut kemudian peneliti menyebarkan kuesioner kepada PPK dan timnya untuk mendapatkan *score* dari masing-masing hasil atribut *customer requirements* yang kemungkinan bersamaan atau secara parallel akan dibuatkan respons teknis (*functional requirements*) terhadap atribut-atribut tersebut. Selanjutnya dilakukan analisis dengan mengadopsi kajian *house of quality* (HoQ). Dari analisis tersebut akan didapatkan respons teknis yang merupakan hasil identifikasi kebutuhan desain sistem monitoring dan pengendalian multi proyek konstruksi.

Wawancara Responden dan Scoring

Untuk mengidentifikasi kebutuhan/keinginan *stakeholder* akan sistem monitoring dan pengendalian yang akan didesain, peneliti melakukan wawancara kepada 30 (tiga puluh) responden yaitu PPK dan *stakeholder* yang terlibat seperti yang diuraikan di bawah ini.

1. PA (pengguna anggaran) yang merupakan atasan langsung dari PPK dan menguasai pekerjaan di bidang konstruksi pekerjaan umum.
2. PPK, di mana PPK dapat mampu menggambarkan keinginan seorang project manajer *owner* pada fase monitoring dan pengendalian multi proyek di Dinas Pekerjaan Umum Kabupaten Gresik.
3. PPTK (pejabat pelaksana teknis kegiatan), di mana PPTK merupakan bawahan langsung dari PPK dan dianggap sebagai wakil *in house* PPK.
4. Staf teknis, di mana staf teknis yang merupakan kepanjangan tangan monitoring dan pengendalian lapangan dari PPTK yang bersentuhan langsung dengan penyedia baik di lapangan maupun proses administratif, sehingga dapat memberikan masukan kebutuhan sistem monitoring dan pengendalian konstruksi yang akan dibangun.
5. Penyedia jasa konstruksi (kontraktor), di mana kontraktor yang akan diwawancarai mencerminkan kualifikasi kontraktor kecil (pekerjaan konstruksi di bawah 2,5 miliar) dan kualifikasi kontraktor non-kecil (pekerjaan konstruksi di atas 2,5 miliar). Personel yang diwawancarai adalah manajer proyek kontraktor atau pelaksana proyek.
6. Penyedia jasa konsultasi pengawasan konstruksi, di mana konsultan pengawas yang akan diwawancarai mempunyai pengalaman pengawasan atas pekerjaan konstruksi pada kontraktor kecil dan atau non-kecil. Personel yang diwawancarai adalah tim *leader* atau tenaga ahli konsultan pengawas.

Penentuan *score* atribut *customer requirements* yang dianggap penting dilakukan peneliti

melalui penyebaran kuesioner kepada unsur PPK dan timnya dengan pertimbangan bahwa monitoring dan pengendalian pada sistem yang akan dibangun adalah kepentingan besar dari unsur ini. Sedangkan unsur kontraktor dan konsultan pengawas dianggap sebagai objek dari pelaksanaan monitoring dan pengendalian itu sendiri. Hal ini dilakukan sebagai gambaran dan validasi kebutuhan yang dianggap penting, seperti yang disampaikan (Lam, 2015) bahwa diperlukan gambaran dan validasi kebutuhan pendekatan untuk menemukan kebutuhan desain yang paling penting. Gambaran dan validasi tingkat "penting" atribut keinginan/kebutuhan dan *scoring* dapat dilihat pada Tabel 1 berikut.

Tabel 1 *Scoring* Tingkat "Penting"

Klasifikasi	Pembobotan (Score)
Sangat Penting Sekali (SPS)	5
Sangat Penting (SP)	4
Penting (P)	3
Kurang Penting (KP)	2
Tidak Penting (TP)	1

Setelah dilakukan scoring maka akan didapatkan data *relative weight* dari masing-masing atribut *customer requirements* dengan cara membagi *score customer requirements* dengan total *score* (penjumlahan keseluruhan *score* atribut).

Respons Teknis (*Functional Requirements*)

Hasil dari atribut customer requirements yang dianggap penting, masing-masing dibuatkan respons teknis berdasarkan pertimbangan teori yang disampaikan pada kajian pustaka dan ide peneliti berdasarkan pengalaman penanganan monitoring dan pengendalian konstruksi sebagai langkah pemenuhan kebutuhan teknis sistem yang akan dibangun. Rangkaian penentuan customer requirements dan functional requirements kemudian dianalisis menggunakan metode yang diadopsi dari *house of quality* (HoQ) untuk mendapatkan identifikasi kebutuhan sistem monitoring dan pengendalian multi proyek konstruksi.

Analisis *House of Quality*

Menurut Tapke et al. (1997) dalam teknik analisis HoQ terdapat enam tahapan utama yang akan dilakukan sebagai berikut.

1. Klasifikasi kebutuhan/keinginan
2. Menentukan kebutuhan/keinginan (*customer requirements*)
3. Perencanaan matrix penentuan respons teknis (*functional requirements*)
   Pada proses ini akan disusun matrix respons teknis (*functional requirements*) yang akan digunakan sebagai proses analisis. Matrix tersebut berbentuk seperti rumah.
4. Keterkaitan matrix
   Pada proses ini dilakukan proses perhitungan yang membandingkan antara keinginan *stakeholder* (*customer requirements*) dengan respons teknis (*functional requirements*). Selain itu, hasil perhitungan matrix ini juga akan menunjukkan hubungan antar-desain *functional requirements*.
5. Teknis properti dan target
   Pada proses ini dilakukan pencatatan terhadap prioritas serta membandingkan nilai kompetitif dan tingkat kesulitan dalam pengembangan masing-masing kebutuhan.
6. Penentuan desain target dan *benchmark*
   Pada proses ini dilakukan penentuan desain yang paling ideal dari proses analisis HoQ yang telah dilaksanakan.

HASIL DAN PEMBAHASAN

Klasifikasi *Customer Requirements*

Dari hasil wawancara terhadap tiga puluh responden yang dipilih terdapat 149 poin pernyataan dan diketahui beberapa pernyataan dari responden mempunyai kesamaan maka peneliti kemudian melakukan pengelompokan atau klasifikasi pernyataan menjadi atribut *customer requirements*. Hasil klasifikasi atribut *customer requirements* dapat dilihat pada Tabel 2. Beberapa point *customer requirements* pada Tabel 2 angka 25, 27, 28, 35, 36 tidak dapat digunakan pada ini karena dianggap peneliti di luar lingkup penelitian sehingga didapatkan 35 klasifikasi *customer requirements*.

Tabel 2 Klasifikasi *Customer Requirements*

No.	Klasifikasi *Customer Requirements*
1	Dapat diakses dari mana saja
2	Dapat dijadikan sebagai alat (tools) pengawasan yang efektif
3	Dapat mengakomodasi perubahan kontrak (addendum kontrak) yang diakibatkan dari kesepakatan PCM, MC0%, dan CCO
4	Dapat melakukan pembatasan waktu (time limit) pelaporan dari penyedia
5	Dapat menampilkan dokumentasi foto dan video terkini (*update visual report*)
6	Hanya dapat diakses oleh *stake holder* proyek yang terlibat/berkepentingan
7	Dapat mencetak langsung laporan proyek terkini (*update*) sesuai kebutuhan
8	Dapat menunjukkan perkembangan proyek (*progress report*) terkini termasuk deviasi progress
9	Dapat menunjukkan alur layanan surat menyurat Serah Terima Pertama/PHO dan Serah Terima Akhir/FHO
10	Dapat menunjukkan dan menyediakan laporan memorial asset secara langsung (siap *printout*)
11	Dapat menampilkan informasi permasalahan proyek terkini dan tanggapannya/respons
12	Menyediakan *form*/*template* isian laporan proyek (laporan harian, mingguan, bulanan)
13	Memperingkas dan memudahkan teknis pengisian laporan perkembangan progress
14	Memberikan informasi kelengkapan administrasi proyek yang dibutuhkan oleh pemeriksa pekerjaan (PPHP, PPK, PPTK, dan Tim Teknis) dalam rangka mempercepat proses pencairan prestasi pekerjaan dan serah terima
15	Dapat mengorganisasikan jadwal rapat (*site meeting*) proyek untuk menghindari jadwal rapat proyek bersamaan
16	Dapat memberikan informasi/pantauan kinerja personel tenaga ahli baik pihak kontraktor maupun konsultan pengawas
17	Mengakomodasi laporan konsultan pengawas sesuai KAK
18	Dapat digunakan sebagai alat pengendali kualitas (*quality control*) pekerjaan berupa izin pelaksanaan, permintaan persetujuan (*approval*) material, checklist sebelum terpasang, checklist daftar cacat, checklist sebelum PHO dan checklist sebelum FHO
19	Mengakomodasi daftar simak (*outline*) spesifikasi untuk mempermudah proses pelaksanaan dan pemantauan pekerjaan
20	Menyajikan informasi cuaca pada saat pekerjaan dilaksanakan
21	Dapat memonitor status keuangan (tahapan pembayaran) penyerapan anggaran proyek & mempermudah alur proses pencairan keuangan proyek melalui otomatisasi persyaratan pencairan
22	Mengantisipasi *overload* lalu lintas (kecepatan & kapasitas) layanan data

23	Kemudahan akses ke sistem monitoring & pengendalian
24	Sistem bisa dimanfaatkan untuk DPU secara keseluruhan
25	Dapat mengintegrasikan antara program ini dengan laporan format P1 Dinas
26	Dapat menginformasikan lokasi proyek (seperti di Google Maps)
27	Mengatur regulasi review karya perencanaan untuk konsultan MK
28	Sudah menetapkan SOP dari *owner*. (SOP Owner akan disandingkan dengan SOP dari konsultan MK untuk dicari penyelesaian terbaik)
29	Dapat menghubungkan antara gambar kerja dengan RKS
30	Dapat digunakan sebagai alat (*tools*) untuk memonitoring performa keuangan kontraktor utama untuk menghindari kejadian pihak sub kontraktor yang tidak terbayar
31	Dapat memberikan informasi performa masing-masing kontraktor yang terlibat pada semua proyek PPK pada tampilan awal *interface* sehingga dapat diketahui status proyek dan rencana penanganannya bila terjadi permasalahan (*overrun*)
32	*Critical path method* (CPM)/jalur lintasan kritis agar dimasukkan dalam tampilan *interface* (baik CPM per proyek maupun secara general/ status proyek keseluruhan)
33	*Quality assurance* (jaminan kualitas) dimasukkan dalam system monitoring agar ada dokumen kontrol atas pelaksanaan pekerjaan konstruksi
34	Memasukkan dokumen rencana percepatan pada kontraktor jika terjadi keterlambatan pekerjaan (*schedule overrun*)
35	Mengakomodasi manajemen antrean entry data
36	Informasi dapat tersampaikan kepada direktur perusahaan yang terlibat pada proyek
37	Memberikan laporan jadwal (*schedule report*) kedatangan dan rencana kedatangan material-material penting yang perlu *indent*/*import*
38	Dapat digunakan untuk monitoring sub kontraktor terkait pekerjaan spesialis yang harus dikerjakan oleh orang-orang spesialis juga agar kualitas pekerjaan dapat terjamin
39	Menginformasikan jadwal/*schedule* tes *running* MEEP terkait pemfungsian bangunan gedung yang akan diserahterimakan
40	Menginformasikan jadwal waktu dari instansi lain yang diperlukan kepastiannya untuk pemfungsian bangunan seperti PLN, PDAM, Telkom, GAS, dll.

Penentuan *Customer Requirements*

Setelah dilakukan klasifikasi terhadap kebutuhan *stakeholder*, langkah selanjutnya adalah melakukan validasi tingkat "Penting" dari *customer requirements* tersebut melalui penyebaran kuesioner disertai penjelasan singkat kepada 41 (empat puluh satu) responden dari perwakilan *owner* untuk menilai kualitas/tingkat "penting" atribut *customer requirements*.

Dengan meninjau nilai tengah (P) pada tingkat "penting" dari 35 atribut *customer requirements* maka *score* tingkat penting "P" adalah 3x35=105. Jika dilihat dari hasil *score* dan urutan *score* pada Tabel 3 diketahui nilai terendah dari total *score* adalah 123 maka dapat disimpulkan bahwa seluruh atribut tersebut merupakan hal "penting" yang perlu dimasukkan sebagai atribut *customer requirements* untuk mengidentifikasi kebutuhan sistem monitoring dan pengendalian multi proyek konstruksi.

Penentuan Respons Teknis (*Functional Requirements)*

Setelah melihat tabulasi customer requirements, peneliti memutuskan menghilangkan tiga atribut karena dianggap telah memenuhi tujuan dari penelitian ini antara lain: "bisa dimanfaatkan

Tabel 3 ***Scoring Customer Requirements***

No.	CUSTOMER REQUIREMENTS	KESELURUHAN					SCORING					TOTAL SCORE
		TP	KP	P	SP	SPS	1	2	3	4	5	
1	menunjukkan *progress report update*	0	0	9	16	16	0	0	27	64	80	171
2	*update visual report*	0	0	11	16	14	0	0	33	64	70	167
3	menginformasikan kelengkapan administrasi proyek	0	2	8	16	15	0	4	24	64	75	167
4	bisa dimanfaatkan untuk DPU keseluruhan	0	0	16	9	16	0	0	48	36	80	164
5	alat (tools) pengawasan yang efektif	0	0	13	18	10	0	0	39	72	50	161
6	diakses dari mana saja	0	1	13	17	10	0	2	39	68	50	159
7	cetak langsung laporan proyek terkini	1	1	14	12	13	1	2	42	48	65	158
8	permasalahan proyek terkini dan respon	0	0	14	19	8	0	0	42	76	40	158
9	alat pengendali kualitas	0	3	12	15	11	0	6	36	60	55	157
10	akses terbatas *stakeholder*	0	3	15	12	11	0	6	45	48	55	154
11	kemudahan akses SIMULTIPRO	0	1	20	8	12	0	2	60	32	60	154
12	memudahkan pengisian laporan perkembangan progress	0	5	9	20	7	0	10	27	80	35	152
13	menginformasikan lokasi proyek	1	3	14	15	8	1	6	42	60	40	149
14	pantauan kinerja personel tenaga ahli	0	2	18	16	5	0	4	54	64	25	147
15	template isian laporan proyek	0	6	10	21	4	0	12	30	84	20	146
16	menginformasikan performa kontraktor	0	1	23	12	5	0	2	69	48	25	144
17	menyediakan laporan memorial asset	0	3	22	9	7	0	6	66	36	35	143
18	addendum kontrak (MC0%, dan CCO)	0	4	19	13	5	0	8	57	52	25	142
19	pembatasan waktu pemasukan laporan penyedia	0	3	20	14	4	0	6	60	56	20	142
20	mengakomodasi laporan konsultan pengawas	0	4	20	11	6	0	8	60	44	30	142
21	*Quality Assurance* (jaminan kualitas)	0	1	22	16	2	0	2	66	64	10	142
22	rencana percepatan pekerjaan jika terjadi *overrun*	0	2	21	15	3	0	4	63	60	15	142
23	memonitor status penyerapan anggaran proyek	0	5	19	12	5	0	10	57	48	25	140
24	daftar simak (outline) spesifikasi	0	4	20	14	3	0	8	60	56	15	139
25	jadwal tes running MEEP	1	4	19	12	5	1	8	57	48	25	139
26	menunjukkan alur layanan surat menyurat PHO&FHO	0	4	23	11	3	0	8	69	44	15	136
27	jadwal kedatangan kedatangan material penting	1	5	19	12	4	1	10	57	48	20	136
28	mengorganisasikan jadwal rapat proyek	0	7	20	10	4	0	14	60	40	20	134
29	*Critical Path Method* (CPM)	1	6	18	13	3	1	12	54	52	15	134
30	menghubungkan antara gambar kerja dengan RKS	3	6	16	10	6	3	12	48	40	30	133
31	jadwal instansi lain (PLN, PDAM, Telkom, GAS, dll)	0	3	29	5	4	0	6	87	20	20	133
32	monitoring sub kontraktor spesialis	2	3	22	12	2	2	6	66	48	10	132
33	informasi cuaca	1	7	22	10	1	1	14	66	40	5	126
34	memonitoring performa kuangan kontraktor utama	0	10	20	9	2	0	20	60	36	10	126
35	mengantisipasi overload lalulintas data	1	9	22	7	2	1	18	66	28	10	123

untuk DPU keseluruhan, diakses dari mana saja, alat (tools) pengawasan yang efektif". Ide respons teknis peneliti dapat dilihat pada Tabel 4.

Hasil Analisis *HouseofQuality* (Hoq)

Pada proses ini dilakukan proses perhitungan dengan memberikan penilaian hubungan

Tabel 4 Respons Teknis

Customer Requirements	Respons Teknis/*Functional Requirements*
menunjukkan progress *report update*	kurva "S"/diagram batang
update visual report	tools foto & video
menginformasikan kelengkapan administrasi proyek	status centang pada kelengkapan administrasi mingguan
cetak langsung laporan proyek terkini	integrasi sistem & auto pdf (print out)
permasalahan proyek terkini dan respons	fitur permasalahan terkini & hasil rapat
alat pengendali kualitas	- Diagram alur monitoring *quality performance* (SOP *quality performance*) - template form pengajuan material - form checklist sebelum material terpasang untuk disetujui pemasangannya - status persetujuan (centang) pada pengajuan *quality performance*
akses terbatas *stakeholder*	*privilege login system*
kemudahan akses SIMULTIPRO	*download template* RAB excel yg terverifikasi & tervalidasi admin
memudahkan pengisian laporan perkembangan progress	isian tabulasi excel volume mingguan terpasang (terintegrasi)
menginformasikan lokasi proyek	fitur lokasi (Google Maps)
pantauan kinerja personel tenaga ahli	- tabulasi T. Ahli termasuk identitasnya - validasi T.A kontraktor & konsultan pengawas
template isian laporan proyek	isian *template* lap. Harian , mingguan, bulanan
menginformasikan performa kontraktor	*tools* tren progress performa
menyediakan laporan memorial asset	*template* data memorial asset
addendum kontrak (MC0%, dan CCO)	*download template* RAB ADDENDUM excel yg terverifikasi & tervalidasi admin
pembatasan waktu pemasukan laporan penyedia	pembatasan waktu login system
mengakomodasi laporan konsultan pengawas	*template* laporan konsultan pengawas sesuai KAK pengawasan standar
quality assurance (jaminan kualitas)	isian tabulasi jaminan kualitas
rencana percepatan pekerjaan jika terjadi *overrun*	*tools* upload rencana percepatan (termasuk kurva "S" percepatan)
memonitor status penyerapan anggaran proyek	fitur status keuangan proyek (nilai kontrak, uang muka, pencairan)
daftar simak (*outline*) spesifikasi	tabulasi *outline* spesifikasi
jadwal tes running MEEP	fitur jadwal pengetesan
menunjukkan alur layanan surat menyurat PHO&FHO	diagram alir (gambar) yang diletakkan pada fitur cetak PHO & FHO

jadwal kedatangan material penting	tabulasi jadwal kedatangan material penting
mengorganisasikan jadwal rapat proyek	fitur jadwal rapat proyek
critical path method (CPM)	*tools upload* CPM oleh kontraktor
menghubungkan antara gambar kerja dengan RKS	atribut status RKS pada gambar kerja
jadwal instansi lain (PLN, PDAM, Telkom, GAS, dll)	fitur/tabulasi info jadwal kesepakatan dengan instansi lain
monitoring sub kontraktor spesialis	fitur & tabulasi sub kontraktor
informasi cuaca	fitur/tabulasi informasi cuaca pada laporan harian
memonitoring performa keuangan kontraktor utama	informasi data keuangan kontraktor dari hasil dokumen lelang (BLP)
mengantisipasi *overload* lalu lintas data	*server online* (*cloud*)

(*relationship*) antara atribut *customer requirements* dan atribut *functional requirements*. Hubungan antar-atribut yang kuat akan diberikan nilai bobot 9 (sembilan), sedang diberikan nilai bobot tiga, dan lemah diberikan nilai bobot 1 (satu).

Langkah selanjutnya adalah memberikan penilaian keterkaitan (*correlations*) antar atribut *functional requirements* untuk ditentukan atribut mana yang saling mendukung keterkaitannya dan bahkan bisa jadi terdapat atribut respons teknis yang menyebabkan menurunkan nilai respons yang lain. Untuk atribut respons teknis yang saling mendukung akan diberikan tenda positif (+), sedangkan yang dapat menurunkan respons teknis yang lain akan diberikan tanda negatif (-). Pada langkah ini keterkaitan antar-respons teknis tidak terdapat nilai negatif (-) maka tidak terdapat atribut yang menurunkan nilai respons terhadap atribut lainnya. Langkah analisis *house of quality* dilakukan oleh peneliti dengan menggunakan *software* "Extended HOQ_Multi.xlt" ("QFD Online - Free House of Quality (QFD) Templates for Excel," n.d.). Hasil tabulasi penilaian hubungan antara *customer requirements* dan *functional requirements* dapat dilihat pada Tabel 5. Sedangkan hasil korelasi antar-*functional requirements* dapat dilihat pada Tabel 6.

Pada hasil kesimpulan analisis software ini menunjukkan urutan tingkat "penting" dari respons teknis/*functional requirements* yang dikemukakan oleh peneliti. Urutan tingkat penting atribut respons teknis tersebut merupakan hasil identifikasi kebutuhan sistem monitoring dan pengendalian multi proyek konstruksi untuk dapat dikembangkan sebagai acuan dalam pengembangan *software* sistem. Kesimpulan analisis HoQ dapat dilihat pada Tabel 7.

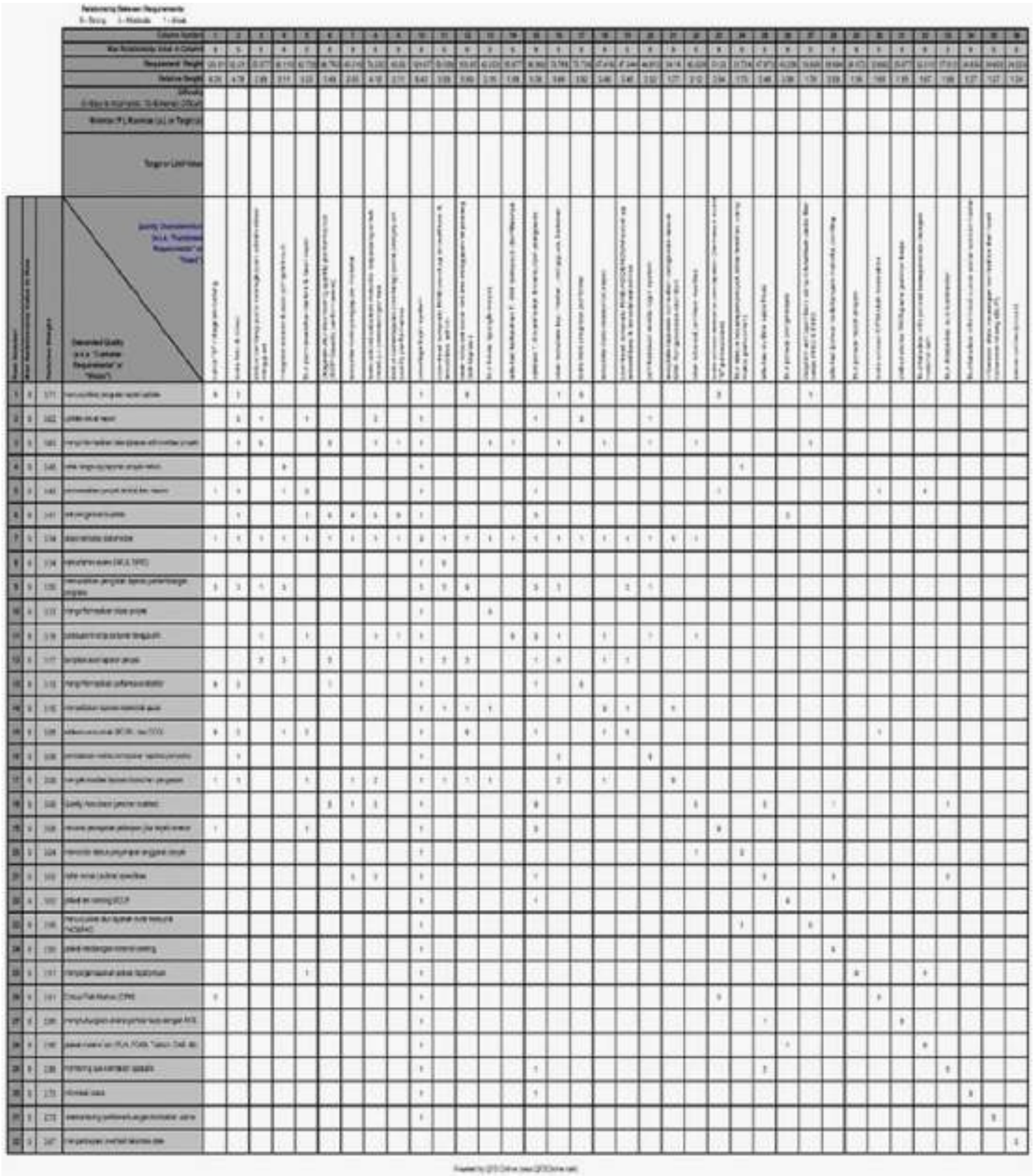
KESIMPULAN & SARAN

Kesimpulan

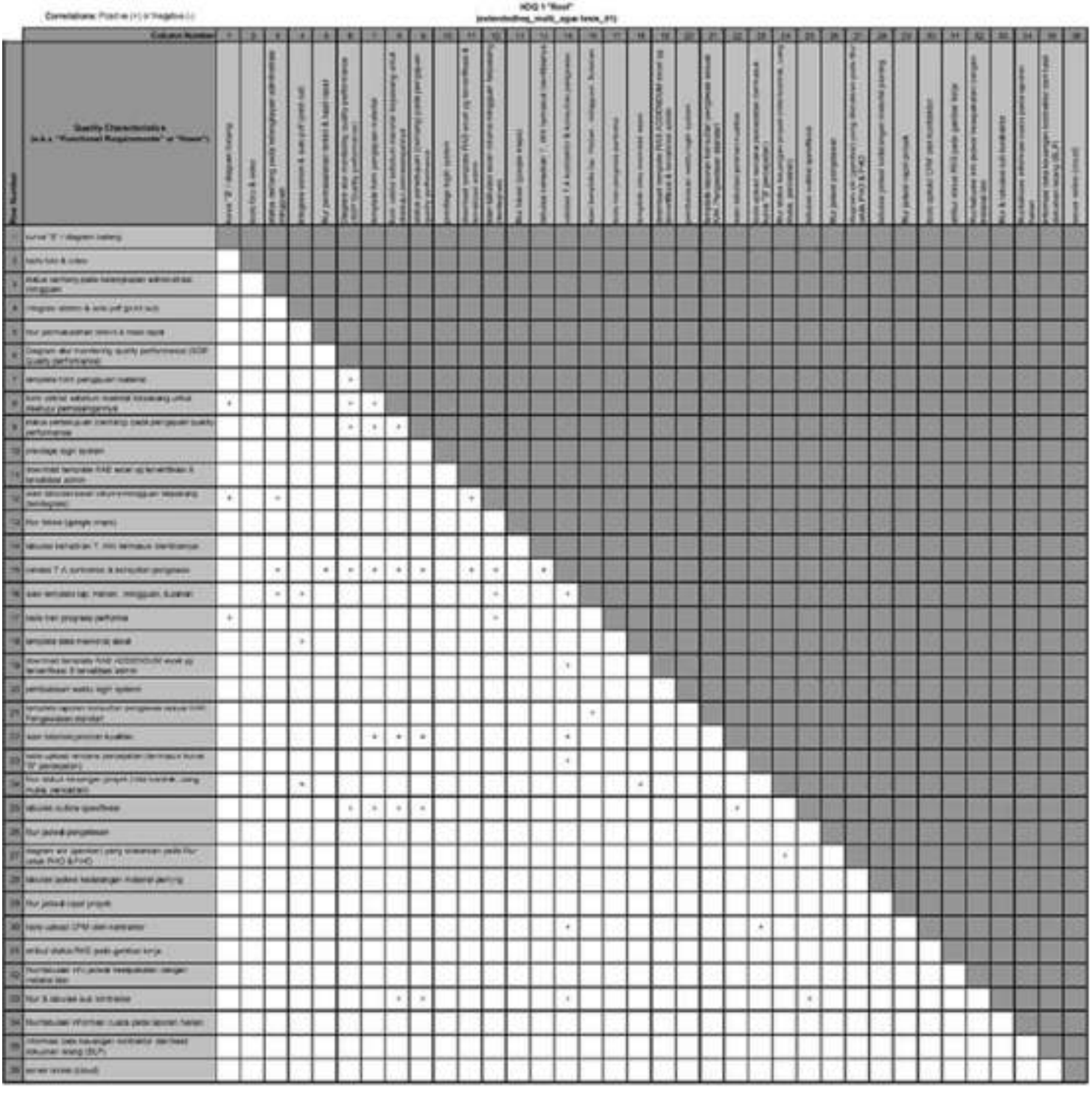
Penelitian ini telah mendapatkan hal-hal sebagai berikut:

1. Didapatkan 35 atribut *customer requirements* yang semuanya dianggap penting dengan *score* tertinggi 171 dan *score* terendah 123.
2. Didapatkan bobot *relative importance* dari 36 (tiga puluh enam) *functional requirements* tertinggi 6,42 persen dan terendah 1,24 persen dengan 5 (lima) bobot tertinggi adalah 4,78 persen sampai dengan 6,42 persen antara lain: *privilege login system*, Kurva "S", isian tabulasi excel volume mingguan terpasang (terintegrasi), validasi tenaga ahli kontraktor dan konsultan pengawas, serta *tools* foto dan video.

Tabel 5 ***Relationship between Requirements***



Tabel 6 ***Correlation Functional Requirements***



Tabel 7 Kesimpulan HoQ

Row Number	Quality Characteristics (a.k.a. "Functional Requirements" or "Hows")	Max Relationship Value	Requirement Weight	Relative Weight (Relative Importance)
1	privilege login system	9	124.07	6.42%
2	kurva "S"/diagram batang	9	120.81	6.26%
3	isian tabulasi excel volume mingguan terpasang (terintegrasi)	9	109.85	5.69%
4	validasi T.A kontraktor & konsultan pengawas	9	98.07	5.08%
5	tools foto & video	9	92.23	4.78%
6	form checklist sebelum material terpasang untuk disetujui pemasangannya	9	79.23	4.10%
7	tools tren progress performa	9	75.74	3.92%
8	isian template lap. Harian , mingguan, bulanan	9	70.77	3.66%
9	Diagram alur monitoring quality performance (SOP Quality performance)	9	66.75	3.46%
10	fitur permasalahan terkini & hasil rapat	9	62.74	3.25%
11	integrasi sistem & auto pdf (print out)	9	60.11	3.11%
12	download template RAB excel yg terverifikasi & tervalidasi admin	9	59.01	3.06%
13	status centang pada kelengkapan administrasi mingguan	9	55.58	2.88%
14	tools upload rencana percepatan (termasuk kurva "S" percepatan)	9	51.02	2.64%
15	template form pengajuan material	9	49.22	2.55%
16	tabulasi outline spesifikasi	9	47.87	2.48%
17	template data memorial asset	9	47.42	2.46%
18	download template RAB ADDENDUM excel yg terverifikasi & tervalidasi admin	9	47.24	2.45%
19	pembatasan waktu login system	9	44.81	2.32%
20	fitur lokasi (Google Maps)	9	42.25	2.19%
21	isian tabulasi jaminan kualitas	9	40.93	2.12%
22	status persetujuan (centang) pada pengajuan quality performance	9	40.82	2.11%
23	fitur jadwal pengetesan	9	40.26	2.08%
24	tabulasi jadwal kedatangan material penting	9	38.69	2.00%
25	fitur & tabulasi sub kontraktor	9	37.91	1.96%
26	tabulasi kehadiran T. Ahli termasuk identitasnya	9	35.68	1.85%
27	template laporan konsultan pengawas sesuai KAK pengawasan standar	9	34.18	1.77%
28	diagram alir (gambar) yang diletakkan pada fitur cetak PHO & FHO	9	33.90	1.76%
29	fitur status keuangan proyek (nilai kontrak, uang muka, pencairan)	9	33.72	1.75%
30	tools upload CPM oleh kontraktor	9	32.68	1.69%
31	fitur/tabulasi info jadwal kesepakatan dengan instansi lain	9	32.31	1.67%
32	fitur jadwal rapat proyek	9	26.17	1.36%
33	atribut status RKS pada gambar kerja	9	25.98	1.35%
34	fitur/tabulasi informasi cuaca pada laporan harian	9	24.61	1.27%

35	informasi data keuangan kontraktor dari hasil dokumen lelang (BLP)	9	24.61	1.27%
36	server online (cloud)	9	24.02	1.24%

3. *House of quality* secara terstruktur dan sistematis mampu menuntun langkah-langkah identifikasi kebutuhan sistem monitoring dan pengendalian multi proyek konstruksi.

Saran

Beberapa hal yang perlu mendapat perhatian lebih lanjut untuk penyempurnaan penelitian ini adalah sebagai berikut.

1. Dalam menentukan nilai hubungan antara *customer requirements* dengan *functional requirements* dan pemberian nilai korelasi antar-*functional requirements* perlu melibatkan beberapa orang ahli atau kelompok diskusi, mengingat pada saat melakukan hal tersebut peneliti beberapa kali mengoreksi hasil penilaiannya sendiri dengan pertimbangan tertentu.
2. Perlu ada langkah lanjutan yaitu penelitian lebih lanjut validasi terhadap identifikasi kebutuhan sistem dengan cara pengembangan prototype sistem.
3. Menurut persepsi peneliti, terdapat kekurangan dari penelitian yang dilakukan untuk dapat dikembangkan lebih lanjut oleh peneliti lain di antaranya: perlu dilakukan pendekatan analisis dengan menggabungkan *quality function deployment* (QFD) dan *analytical network process* (ANP) untuk membimbing desain sistem monitoring dan pengendalian pada multi proyek konstruksi yang lebih kompleks.

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ANALISIS TINGKAT KEPUASAN PELANGGAN TERHADAP PELAYANAN PT PELNI (PERSERO)

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Abstract: *Development and competition business of transporting had been restrictive. Each operators race competition do innovation, efficiency, and continuous improvement. The customers of PT Pelni from year to year continues to decrease. Although actually PT Pelni also improve themselves, repair service and innovation, but still be unable to improve the number of passengers. This study attempts to know the level customer satisfaction PT Pelni to make known well and innovation that has done is in line with hope customers. The measurement of the customer satisfaction PT Pelni done with the approach servqual method. Aspects which are under consideration includes 5 dimensions main namely tangibles, reliability, responsiveness, assurance, and empathy which divided in 29 indicators variable. This research using respondents as the sample. Data analysis used the analysis method servqual and cartesious diagrams. The research results show that there are inconquirity between hope customers by the fact experienced. The largest is in dimension tangible, with the gap an average of -1,3.While gap smallest there are in dimension responsiveness -0,42. Analysis by diagram cartecious show you some attribute in the main priority improvement: furnishings that high quality (2), facilities shopping centers on a vessel (4), the availability of a bed with the corresponding numbers of a ticket (6), size cabin large (7), and the condition a clean room (8). All those attributes including in dimension of tangible.*

Keywords: *service quality, transportation, PT Pelni*

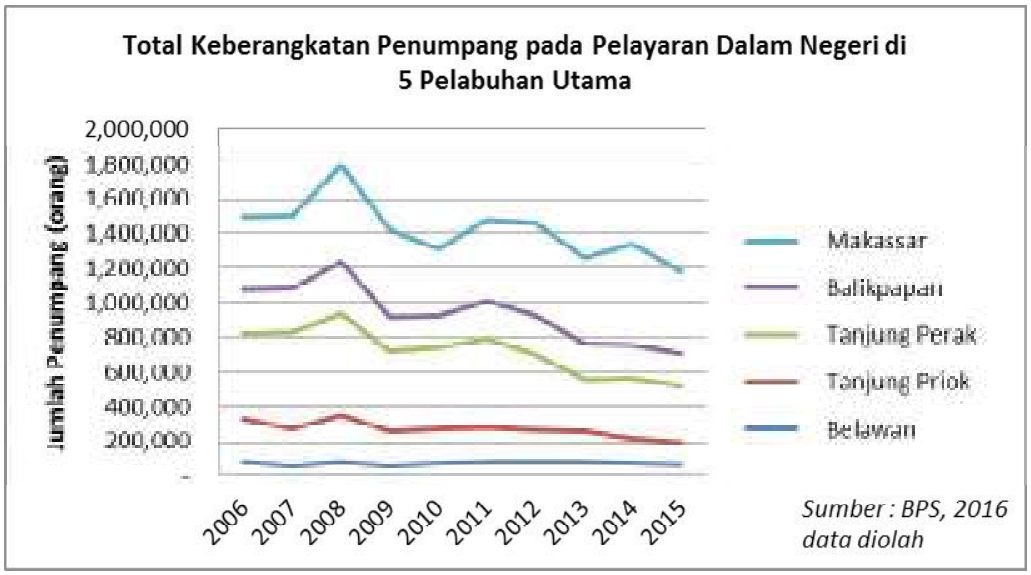
PENDAHULUAN

Latar Belakang

PT Pelayaran Nasional Indonesia (Persero) yang didirikan sejak tanggal 28 Februari 1952 berdasarkan Surat Keputusan Menteri Perhubungan Nomor M.2/1/2, adalah perusahaan pelayaran nasional yang menyediakan jasa angkutan transportasi laut, meliputi jasa angkutan penumpang dan muatan barang antar-pulau. Status PT Pelni mengalami dua kali perubahan, pada tahun 1961 pemerintah menetapkan perubahan status dari perusahaan perseroan menjadi perusahaan negara (PN) dan dicantumkan dalam Lembaran Negara RI No. LN 1961. Kemudian pada tahun 1975 status perusahaan diubah dari perusahaan negara (PN) menjadi Perseroan Terbatas (PT) Pelni sesuai dengan Akta Pendirian No. 31 tanggal 30 Oktober 1975. Perubahan tersebut dicantumkan dalam Berita Negara RI No. 562–1976 dan Tambahan Berita Negara RI No. 60 tanggal 27 Juni 1976.

Saat ini perusahaan mengoperasikan 28 unit kapal penumpang tiga unit kapal barang. PT Pelni (Persero) dalam melaksanakan tanggung jawabnya tidak hanya terbatas melayani rute komersial, tetapi juga melayani pelayaran dengan rute pulau-pulau kecil terluar.

Saat ini perusahaan mengoperasikan 28 unit kapal penumpang dan tiga unit kapal barang. PT Pelni (Persero) dalam melaksanakan tanggung jawabnya tidak hanya terbatas melayani rute komersial, tetapi juga melayani pelayaran dengan rute pulau-pulau kecil terluar.



Gambar 1 Jumlah Penumpang Kapal di Lima Pelabuhan Utama

Ada 92 pelabuhan yang disinggahi kapal Pelni dengan 46 kantor cabang dan dilayani di 400 travel agen yang tersebar di seluruh Indonesia. Menurut catatan, jumlah penumpang yang diangkut BUMN ini paling tinggi terjadi pada tahun 2000, yang mencapai 8,6 juta orang. Angka ini menurun terus, terbalik dibandingkan dengan naik pesatnya penumpang pesawat, menjadi hanya 7,3 juta tahun 2001 dan menurun terus sampai tinggal 4,4 juta tahun 2015 (Annual Report PT Pelni, 2015). Kelas-kelas utama kapal-kapal penumpang PT Pelni sudah sejak tiga tahun terakhir hampir tak pernah diisi penumpang. Semua kelas kosong pada trayek jarak jauh, karena jangankan tarif kelas utama, tarif kelas ekonominya saja tak banyak beda dengan tarif angkutan udara, sementara masa perjalanan bisa 30 kali lebih lama. Pada Gambar 1 menyatakan jumlah penumpang laut dalam 10 tahun terakhir.

Permasalahan

Dari uraian di atas maka pokok permasalahan yang dijadikan fokus penelitian ini adalah sebagai berikut.

1. Bagaimana persepsi pelanggan terhadap kualitas pelayanan dari PT Pelni sebagai angkutan penumpang.
2. Faktor-faktor apa saja yang menjadi pertimbangan pelanggan dalam memilih jasa transportasi laut.

Tujuan Penelitian

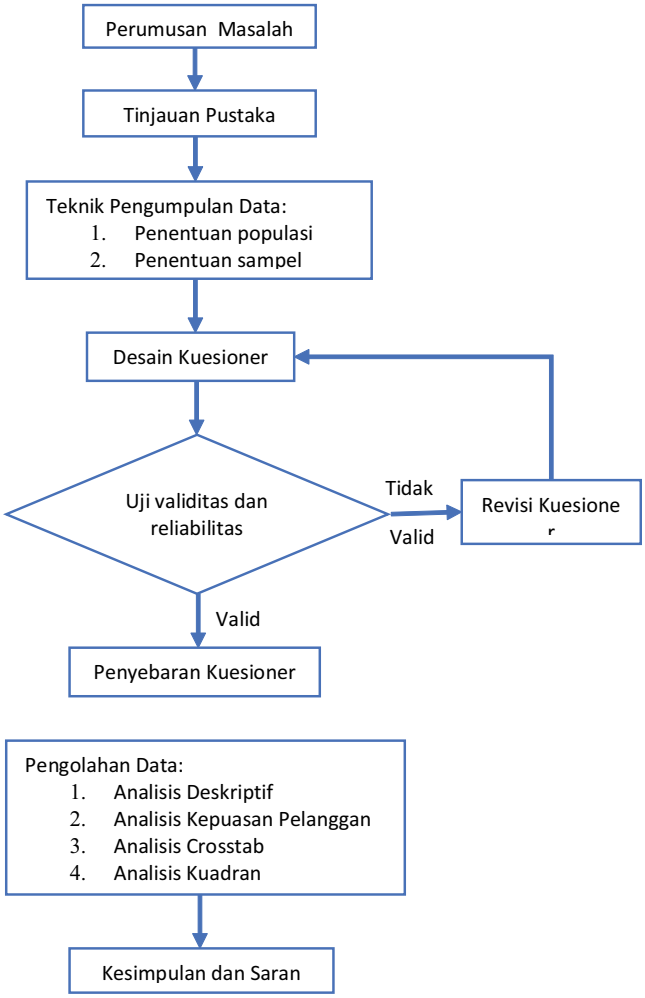
Tujuan dari penelitian ini sebagai berikut.

1. Mengidentifikasi persepsi pelanggan terhadap kualitas pelayanan PT Pelni sebagai angkutan penumpang.
2. Mengidentifikasi faktor-faktor apa saja yang menjadi pertimbangan bagi pelanggan dalam memilih jasa transportasi laut.

METODOLOGI PENELITIAN

Diagram Alir Penelitian

Metode penelitian ini adalah deskriptif kuantitatif dan akan melalui tahapan proses penelitian seperti diagram alir yang terdapat pada Gambar 2.



Gambar 2 Diagram Alur Penelitian

Penentuan dan Pengambilan Sampel

Populasi pada penelitian ini adalah pelanggan atau penumpang yang menggunakan jasa pelayaran PT Pelni. Teknik pengambilan sampel yang akan digunakan dalam penelitian ini adalah *Non-Probability Sampling*. Yang artinya tidak semua anggota populasi mempunyai kesempatan yang sama untuk dijadikan sampel, akan dipilih oleh surveyor siapa saja yang dinilai mampu untuk dijadikan sampel.

Jumlah sampel minimum yang diambil (Derek L. Waller, 2008):

$$n \geq \frac{(\sum \frac{\alpha}{2})^2 p \times q}{e^2}$$

Di mana:

n = Jumlah sampel minimum yang diperlukan
α = Taraf signifikansi
e = Tingkat kesalahan maksimal antara nilai populasi dan sampel yang diizinkan
p = Persentase pelanggan yang menyatakan puas (0,5)
q = Persentase pelanggan yang menyatakan tidak puas (0,5)

Dengan menggunakan α = 10% dan e = 10% dan mengasumsikan penumpang yang menyatakan puas sebesar 50% dan yang menyatakan tidak puas sebesar 50%, maka persamaan di atas menjadi:

$$n \geq \frac{(1{,}6449)^2 x(0{,}5)x(0{,}5)}{(0{,}1)^2} = 67{,}638$$

Berdasarkan rumus di atas, jumlah sampel minimum yang dibutuhkan adalah 68 responden. Namun untuk memudahkan pembagian sampel dan mengantisipasi pengisian yang salah, maka penelitian ini akan menggunakan 100 responden. Pembagian sampel akan dilakukan pada waktu penumpang naik dari Surabaya menuju Makasar.

Identifikasi Variabel

Variabel-variabel yang akan digunakan sebagai alat bantu penelitian mengacu pada berbagai peneliti (Andriotis & Agiomirgianakis, Lobo, Petrick, Tonner, Qu & Ping) yang mengusulkan delapan atribut dalam industri pelayaran yaitu: food quality, service quality, staff attractiveness, entertainment, ship facilities, ports of call, programs/places for children, and cabin quality. Dari delapan kategori atribut tersebut, dan dari tabel atribut service quality dunia pelayaran internasional menurut Andriotis et al. maka penulis membuat Tabel 1 variabel penelitian yang menyesuaikan dengan kondisi serta kebutuhan pelayaran di Indonesia.

Tabel 1 Variabel Penelitian Industri Pelayaran yang Disesuaikan dengan Kondisi di Indonesia

Variabel Servqual	Deskripsi	No.	Butir Pertanyaan
Tangible	Meliputi fasilitas fisik, peralatan dan penampilan	1	Kondisi tampak luar kapal yang seperti baru
		2	Perabotan di kapal yang berkualitas tinggi
		3	Adanya fasilitas olahraga/kebugaran di kapal yang cukup bagus
		4	Adanya fasilitas perbelanjaan di kapal yang cukup menarik
		5	Penampilan Staf/kru dari kapal yang cukup tampan/cantik
		6	Adanya nomor pada tempat tidur yang cocok dengan tiketnya sehingga tidak perlu berebut
		7	Ukuran kabin yang cukup besar
		8	Kamar yang sangat bersih
		9	Ruangan yang cukup tenang
		10	Ranjang/kasur/bantal yang cukup nyaman
		11	Berbagai perlengkapan alat mandi yang tersedia di kamar mandi
Reliability	Kemampuan untuk memberikan jasa secara akurat sesuai dengan yang di janjikan	12	Waktu kedatangan kapal dan keberangkatan yang tepat waktu
		13	Antrean keluar masuk kapal yang cukup singkat
		14	Makanan di kapal pesiar yang masih segar
		15	Banyaknya pilihan menu yang ditawarkan di restoran kapal
		16	Sajian makanan di kapal yang cukup menarik
		17	Jam makan di kapal yang fleksibel
		18	Hiburan yang bagus di dalam kapal
Assurance	Pengetahuan, keterampilan, kesopanan karyawan dan kemampuan memberi rasa aman untuk mendapatkan kepercayaan pelanggan	19	Keramahan petugas ticketing
		20	Keramahan petugas di dalam kapal dalam melayani penumpang
		21	Pengetahuan petugas akan rute kapal
		22	Keamanan di kapal
		23	Keamanan di pelabuhan
Empathy	Kepedulian perhatian dan kemudahan untuk berkomunikasi, memahami kebutuhan pelanggan dan bersedia mendengarkan keluhan pelanggannya	24	Karyawan di kapal yang selalu berusaha melakukan yang terbaik untuk penumpang
		25	Ketersediaan media komplain
		26	Ketersediaan informasi tentang kapal di internet
Responsiveness	Kesediaan untuk membantu pelanggan dan memberikan layanan yang cepat	27	Adanya petugas yang siap membantu dan mengatur naik turunnya penumpang
		28	Adanya petugas mengatur system antrean
		29	Kecepatan layanan petugas ticketing

Perhitungan Persepsi dan Harapan

Pengolahan data tahap pertama yaitu menghitung nilai rata-rata masing-masing atribut penilaian. Penghitungan "Harapan" pelanggan mengenai pelayanan jasa menggunakan persamaan berikut:

$$\sum yi = (\sum STP \times 1) + (\sum TP \times 2) + (\sum CP \times 3) + (\sum P \times 4) + (\sum SP \times 5) \quad (1)$$

Keterangan:
∑yi = jumlah bobot jawaban pernyataan harapan variable ke – i
∑STP = jumlah orang yang memilih jawaban sangat tidak terpenuhi
∑TP = jumlah orang yang memilih jawaban tidak terpenuhi
∑CP = jumlah orang yang memilih jawaban cukup terpenuhi
∑P = jumlah orang yang memilih jawaban terpenuhi
∑SP = jumlah orang yang memilih jawaban sangat terpenuhi
1,2,3,4,5 = skor untuk skala Likert

Untuk rata-rata jawaban responden pada pernyataan harapan dapat dihitung dengan persamaan:

$$\bar{Y}_i = \frac{\sum yi}{n} \ldots.(2)$$

Keterangan:
$\bar{Y}_i$ = rata-rata jawaban responden untuk pernyataan harapan atribut ke – i
∑yi = jumlah bobot jawaban pernyataan harapan atribut ke – i
n = jumlah responden

Perhitungan kenyataan pelayanan yang dirasakan oleh pelanggan dilakukan sebagai berikut:

∑xi = (∑STP x 1) + (∑TP x 2) + (∑CP x 3) + (∑P x 4) + (∑ SP x 5)……..(3)

Keterangan:
∑xi = jumlah bobot jawaban pernyataan kenyataan variable ke – i
∑STP = jumlah orang yang memilih jawaban sangat tidak terpenuhi
∑TP = jumlah orang yang memilih jawaban tidak terpenuhi
∑CP = jumlah orang yang memilih jawaban cukup terpenuhi
∑P = jumlah orang yang memilih jawaban terpenuhi
∑SP = jumlah orang yang memilih jawaban sangat terpenuhi
1,2,3,4,5 = skor untuk skala Likert

Untuk rata-rata jawaban responden pada pernyataan kenyataan dapat dihitung dengan persamaan:

$$\overline{Xi} = \frac{\sum xi}{n} \ldots.(4)$$

Keterangan:
$\overline{Xi}$ = rata-rata jawaban responden untuk pernyataan kenyataan atribut ke – i
∑xi = jumlah bobot jawaban pernyataan kenyataan atribut ke – i
n = jumlah responden

Setelah nilai rata-rata harapan dan kenyataan diketahui, kemudian dicari nilai dari gap masing-masing atribut dengan persamaan berikut:

$$Gap = \bar{Y} - \bar{X} \ldots.(5)$$

Keterangan:
$\bar{X}$ = Nilai rata-rata kenyataan
$\bar{Y}$ = Nilai rata-rata harapan

Perhitungan rata-rata jawaban antara harapan pelanggan mengenai pelayanan jasa terhadap kenyataan pelayanan yang dirasakan oleh pelanggan berdasarkan lima dimensi Parasuraman's Servqual Model yang terdiri atas reliability (keandalan), responsiveness (daya tanggap), assurance (jaminan), empathy (empati), tangibles (bukti fisik).

Perhitungan rata-rata jawaban per dimensi nilai Gap untuk harapan:

$$\overline{XDi} = \frac{\sum \overline{XVi}}{n} \ldots.(6)$$

Keterangan:
$\overline{XDi}$ = rata-rata dimensi atribut ke-i untuk harapan
$\sum \overline{XVi}$ = jumlah nilai rata-rata atribut pernyataan per dimensi ke-i harapan
n = jumlah pernyataan per dimensi

Penghitungan rata-rata jawaban per dimensi nilai gap 5 untuk kenyataan:

$$\overline{YDi} = \frac{\sum \overline{YVi}}{n} \ldots.(7)$$

Keterangan:
$\overline{YDi}$ = rata-rata dimensi atribut ke-i untuk kenyataan
$\sum\overline{YVi}$ = jumlah nilai rata-rata atribut pernyataan per dimensi ke-i kenyataan
N = jumlah pernyataan per dimensi

HASIL DAN PEMBAHASAN

Uji Validitas dan Reliabilitas

Uji validitas dan reliabilitas dilakukan untuk mengetahui keandalan dari kuesioner yang merupakan instrument untuk mendapatkan data. Tahap ini penting dilakukan untuk mengetahui kemampuan masing-masing atribut pertanyaan pada instrument. Pengujian kuesioner pada tahap awal ini dilakukan dengan menyebarkan kuesioner yang ditujukan kepada 30 responden penumpang kapal Pelni dengan rute perjalanan dari Surabaya ke Makassar. Selanjutnya data hasil survei tahap awal ini diuji untuk mengetahui apakah semua atribut pertanyaan dalam kuesioner sudah memenuhi ketentuan validitas dan reliabilitas.

1. Uji validitas

Uji validitas dilakukan dengan teknik Correct Item-Total Correlation. Analisis ini dilakukan dengan mengorelasikan masing-masing skor item pertanyaan dengan skor total yang dibandingkan dengan nilai kritis koefisien produk momen dengan taraf signifikan 5%. Kriteria pengujian yaitu jika r hitung > r tabel (uji dua arah dengan sig. 0,05) maka item pertanyaan berkorelasi signifikan terhadap skor total (dinyatakan valid). Jika r hitung < tabel (uji 2 sisi dengan sig. 0,05) atau r hitung negatif, maka instrumen atau item-item pertanyaan tidak berkorelasi signifikan terhadap skor total (dinyatakan tidak valid). Jumlah responden yaitu 30, maka nilai df yaitu n-2 = 28. Maka didapatkan nilai r tabel yaitu 0,361. Berikut hasil uji validitas pada harapan objek amatan.

Tabel 2 Hasil Uji Validitas Atribut Pertanyaan

Item Pertanyaan		Korelasi terhadap skor total			
Tangible		Harapan	Keterangan	Kenyataan	Keterangan
1	Pentingkah bagi anda kondisi tampak luar kapal yang seperti baru?	0.70	Valid	0.45	Valid
2	Pentingkah bagi anda perabotan di kapal yang berkualitas tinggi?	0.53	Valid	0.43	Valid
3	Pentingkah bagi anda adanya fasilitas olahraga/kebugaran di kapal yang cukup bagus?	0.65	Valid	0.5	Valid
4	Pentingkah bagi anda adanya fasilitas perbelanjaan di kapal yang cukup menarik?	0.82	Valid	0.43	Valid
5	Pentingkah bagi anda penampilan Staf/kru dari kapal yang cukup tampan/cantik?	0.75	Valid	0.60	Valid
6	Pentingkah bagi anda adanya nomor pada tempat tidur yang cocok dengan tiketnya. Sehingga tidak perlu berebut?	0.75	Valid	0.4	Valid
7	Pentingkah bagi anda ukuran kabin yang cukup besar?	0.76	Valid	0.67	Valid
8	Pentingkah bagi anda kamar yang sangat bersih?	0.69	Valid	0.55	Valid
9	Pentingkah bagi anda ruangan yang cukup tenang?	0.80	Valid	0.61	Valid
10	Pentingkah bagi anda ranjang/kasur/bantal yang cukup nyaman?	0.75	Valid	0.67	Valid
11	Pentingkah bagi anda berbagai perlengkapan alat mandi yang tersedia di kamar mandi?	0.73	Valid	0.65	Valid
12	Pentingkah bagi anda waktu kedatangan kapal dan keberangkatan yang tepat waktu?	0.86	Valid	0.57	Valid

13	Pentingkah bagi anda antrean keluar masuk kapal yang cukup singkat?	0.74	Valid	0.54	Valid
14	Pentingkah bagi anda makanan di kapal pesiar yang masih segar?	0.82	Valid	0.734	Valid
15	Pentingkah bagi anda banyaknya pilihan menu yang ditawarkan di restoran kapal?	0.82	Valid	0.784	Valid
16	Pentingkah bagi anda sajian makanan di kapal yang cukup menarik?	0.78	Valid	0.734	Valid
17	Pentingkah bagi anda jam makan di kapal yang fleksibel?	0.85	Valid	0.448	Valid
18	Pentingkah bagi anda hiburan yang bagus di dalam kapal?	0.78	Valid	0.608	Valid
19	Pentingkah bagi anda keramahan petugas ticketing?	0,86	Valid	0,66	Valid
20	Pentingkah bagi anda keramahan petugas di dalam kapal dalam melayani penumpang?	0,88	Valid	0,7	Valid
21	Pentingkah bagi anda pengetahuan petugas akan rute kapal?	0,9	Valid	0,68	Valid
22	Pentingkah bagi anda keamanan di kapal?	0,9	Valid	0,81	Valid
23	Pentingkah bagi anda keamanan di pelabuhan?	0,9	Valid	0,81	Valid
24	Pentingkah bagi anda karyawan di kapal yang selalu berusaha melakukan yang terbaik untuk penumpang?	0,88	Valid	0,79	Valid
25	Pentingkah bagi anda ketersediaan media komplain?	0,8	Valid	0,70	Valid
26	Pentingkah bagi anda ketersediaan informasi tentang kapal di internet?	0,82	Valid	0,68	Valid
27	Pentingkah bagi anda adanya petugas yang siap membantu dan mengatur naik turunnya penumpang?	0,79	Valid	0,81	Valid
28	Pentingkah bagi anda adanya petugas mengatur system antrean?	0,85	Valid	0,81	Valid
29	Pentingkah bagi anda kecepatan layanan petugas *ticketing?*	0,9	Valid	0,79	Valid

2. Uji Reabilitas

Setelah mengetahui beberapa item pertanyaan yang valid dan tidak valid, kemudian dilakukan uji reliabilitas dengan menggunakan rumus perkiraan "croncbach's Alpha". Uji reliabilitas dilakukan untuk mengetahui apakah instrument yang digunakan reliabel. Suatu instrument dikatakan variabel jika instrument ukur tersebut selalu menunjukkan hasil yang sama selama variabel tidak berubah. Instrument yang reliabel belum tentu valid, sedangkan instrumen yang valid pasti reliabel. Kriteria pengujian reliabilitas yaitu jika nilai cronbach;s alpha lebih kecil dari nilai batas minimum yaitu 0,6 (nunnallly 1967), maka item tersebut tidak reliabel, sebaliknya jika nilai cronbach's alpha yang diperoleh lebih besar dari 0,6 maka item tersebut dinyatakan reliabel. Berikut ini adalah hasil pengujian reliabilitas.

Tabel 3 Hasil uji reliabilitas

Variabel	Nilai Alpha Cronbach's	Keterangan
Persepsi	0,942	Reliable
Harapan	0,981	Reliable

Analisis Persepsi dan Harapan

Dari hasil kuesioner yang didapatkan, kemudian didata serta diolah dengan menggunakan metode Servqual. Perhitungan menggunakan persamaan 1 dan 2 untuk mendapatkan bobot dan nilai rata-rata masing-masing atribut pertanyaan harapan. Kemudian dengan menggunakan persamaan 3 dan 4 untuk mendapatkan

bobot dan nilai rata-rata masing-masing atribut pertanyaan persepsi atau kenyataan. Setelah nilai rata-rata dari kenyataan dan harapan diketahui, kemudian dicari nilai gap antara keduanya dengan persamaan 5. Berikut ini tabel hasil semua perhitungan tersebut.

Tabel 4 Nilai Rata-Rata Harapan-Kenyataan dan Nilai Gap

No. Atribut	Harapan Pelayanan		Kenyataan Pelayanan		Nilai Gap
	Nilai Pembobotan	Rata-rata Harapan	Nilai Pembobotan	Rata-rata Kenyataan	
1	395	3,95	286	2,86	-1,09
2	420	4,2	309	3,09	-1,11
3	350	3,5	253	2,53	-0,97
4	460	4,6	313	3,13	-1,47
5	410	4,1	359	3,59	-0,51
6	460	4,6	301	3,01	-1,59
7	450	4,5	247	2,47	-2,03
8	420	4,2	253	2,53	-1,67
9	400	4	239	2,39	-1,61
10	380	3,8	295	2,95	-0,85
11	380	3,8	239	2,39	-1,41
12	414	4,14	337	3,37	-0,77
13	383	3,83	290	2,9	-0,93
14	444	4,44	365	3,65	-0,79
15	375	3,75	345	3,45	-0,3
16	371	3,71	318	3,18	-0,53
17	400	4	307	3,07	-0,93
18	375	3,75	327	3,27	-0,48
19	416	4,16	360	3,6	-0,56
20	424	4,24	349	3,49	-0,75
21	407	4,07	391	3,91	-0,16
22	464	4,64	317	3,17	-1,47
23	443	4,43	310	3,1	-1,33
24	380	3,8	334	3,34	-0,46
25	390	3,9	305	3,05	-0,85
26	425	4,25	349	3,49	-0,76
27	431	4,31	351	3,51	-0,8
28	410	4,1	381	3,81	-0,29
29	372	3,72	355	3,55	-0,17

Untuk mengetahui nilai rata-rata dari setiap dimensi servqual, dilakukan perhitungan rata-rata dengan mengelompokkan masing-masing atribut berdasarkan dimensi servqual. Perhitungan menggunakan persamaan 6 dan 7. Berikut hasil perhitungan pada tabel 5.

Tabel 5 Nilai Rata-Rata dan Gap Setiap Dimensi Servqual

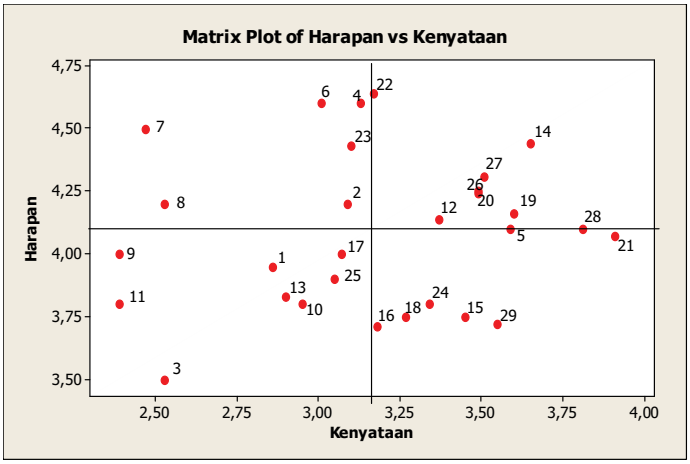
Dimensi Pernyataan	Jumlah Rata-rata Harapan	Jumlah Rata-rata Kenyataan	Nilai Harapan	Nilai Kenyataan	Nilai Gap
Tangible	37,65	30,94	4,11	2,81	-1,3
Reliabilty	27,62	22,89	3,94	3,27	-0,67
Assurance	21,54	17,27	4,3	3,46	-0,84
Empathy	12,87	9,61	3,98	3,2	-0,78
Responsiveness	12,13	10,87	4,04	3,62	-0,42

Dari Tabel 5 dapat diketahui atribut pernyataan yang memiliki kesenjangan terbesar sampai atribut yang memiliki kesenjangan terkecil. Semakin besar gap yang dihasilkan dari sebuah perhitungan Servqual ini, semakin kurang baiknya kualitas pelayanan jasa tersebut. Nilai gap terbesar terdapat dalam dimensi Tangible yaitu -1,3. Sedangkan nilai gap terkecil terdapat pada dimensi Responsiveness yaitu -0,42. Oleh karena itu, prioritas perbaikan kualitas pelayanan jasa dilakukan dari gap atau kesenjangan terbesar, dalam hal ini yaitu pada dimensi tangible. Sebaliknya, semakin kecilnya suatu gap (gap tersebut mendekati nol atau positif) semakin baik kualitas pelayanan jasa tersebut.

Analisis Diagram Kartesius

Analisis diagram kartesius berfungsi untuk memudahkan mengetahui dan memahami prioritas dari suatu atribut. Secara ringkas, diagram kartesius membagi suatu nilai atribut menjadi empat bagian atau kuadran. Pada kuadran pertama menunjukkan bahwa harapan dan kenyataan sama-sama tinggi, berarti posisi atribut ini sudah sesuai dengan pelayanan yang diharapkan. Pada kuadran kedua menunjukkan nilai kenyataan lebih baik daripada harapan konsumen; hal ini berarti pelayanan yang diberikan cenderung berlebihan. Pada kuadran ketiga menunjukkan harapan dan kenyataan sama-sama rendah; hal ini berarti atribut ini dirasa kurang perlu atau

kurang prioritas bagi konsumen. Pada kuadran keempat menunjukkan harapan yang lebih tinggi daripada kenyataan; hal ini berarti pelayanan yang diberikan kurang baik dari apa yang diharapkan konsumen, sehingga perlu ditingkatkan lagi.



Gambar 2 Diagram Kartesius Harapan-Kenyataan

1. Analisis Kuadran I

Atribut yang terdapat dalam kuadran ini yaitu nomor 12, 14 yang masuk dalam kategori Reliability. Masing-masing nomor atribut tersebut yaitu ketepatan waktu kedatangan dan keberangkatan kapal (12), makanan sajian dalam kondisi segar (14). Konsumen memiliki penilaian bahwa dua poin atribut tersebut dirasakan sudah sesuai dengan harapan. Atribut nomor 19, 20, 22 termasuk dalam kategori dimensi assurance. Masing-masing atribut yaitu keramahan petugas tiket (19), keramahan pelayanan saat di kapal (21), dan keamanan di kapal (22). Responden merasa bahwa ketiga hal tersebut pelayanannya sudah sesuai dengan harapan. Atribut nomor 26 termasuk dalam kategori Empathy yaitu ketersediaan informasi kapal melalui internet. Hal ini menunjukkan bahwa informasi yang diberikan sudah cukup memenuhi harapan konsumen. Atribut nomor 27, 28 masuk dalam kategori dimensi Responsiveness. Masing-masing yaitu petugas membantu mengatur naik turun penumpang (27), dan pengaturan sistem antrean. Dua hal tersebut sudah dirasa sesuai harapan oleh responden.

Sembilan atribut tersebut sudah baik dalam pemenuhan harapan kepada konsumen, sehingga ke depannya diharapkan tetap mempertahankan kinerja yang baik tersebut.

2. Analisis Kuadran II

Atribut yang terdapat dalam kuadran II ini yaitu nomor 5 yang masuk dalam kategori tangible. Harapan responden mengenai penampilan staff/kru kapal sudah terpenuhi dengan baik. Atribut nomor 15, 16, 18 termasuk dalam kategori dimensi reliability. Masing-masing atribut yaitu keragaman pilihan menu di restoran kapal (15), kemasan makanan (16), dan hiburan yang bagus (18). Responden merasa bahwa pelayanan tentang ragam pilihan makanan, kemasan yang menarik, dan hiburan yang disajikan oleh pihak kapal sudah sesuai harapan. Atribut nomor 21 termasuk dalam kategori Assurance yaitu pengetahuan petugas kapal terhadap rute perjalanan. Hal ini menunjukkan bahwa informasi rute yang diberikan oleh para petugas kapal sudah cukup informatif dan memenuhi harapan konsumen. Atribut nomor 24 masuk dalam kategori dimensi Empathy yaitu petugas kapal selalu siap dalam melayani kebutuhan konsumen. Responden menilai bahwa para petugas selalu siap sedia sewaktu dibutuhkan untuk melayani kebutuhan penumpang. Atribut terakhir yang masuk dalam kuadran II yaitu nomor 29 yaitu tentang kecepatan petugas tiket dalam pelayanan kepada konsumen. Responden menilai bahwa kinerja yang diberikan sudah memenuhi harapan konsumen dalam pelayanan.

Secara keseluruhan, atribut yang masuk dalam kategori kuadran II sudah baik dalam memenuhi kebutuhan pelanggan. Meskipun termasuk dalam prioritas kuadran II, masing-masing poin dalam atribut ini diharapkan agar tetap dijaga performa kinerjanya.

3. Analisis Kuadran III

Atribut yang terdapat dalam kuadran ini yaitu nomor 1, 3, 9, 10, 11 yang masuk dalam kategori tangible. Masing-masing nomor atribut tersebut yaitu kondisi kapal yang bagus dan tampak baru (1), fasilitas olahraga (3), ruangan yang tenang (9), ketersediaan peralatan mandi (11). Konsumen memiliki penilaian bahwa dua poin atribut tersebut dirasakan belum dengan harapan. Atribut nomor 13, 17 termasuk dalam kategori dimensi reliability. Masing-masing atribut yaitu kelancaran antrean keluar masuk kapal (13), dan jam makan yang fleksibel (17). Responden merasa bahwa ketiga hal tersebut pelayanannya belum sesuai dengan harapan. Atribut nomor 25 termasuk dalam kategori empathy yaitu ketersediaan media komplain yang memadai bagi konsumen. Hal ini menunjukkan bahwa media complain belum sesuai harapan. Hal ini mungkin kurang adanya pengetahuan oleh penumpang di mana seharusnya mengadukan complain tentang pelayanan yang dirasa kurang sesuai dengan harapan.

Delapan atribut tersebut bagi responden dirasa masih belum memenuhi harapan. Namun skala prioritas bagi pemenuhan harapan konsumen masuk dalam kategori kuadran III, yang skala prioritasnya juga tidak begitu utama bagi konsumen. Namun, tetap sebaiknya terus dilakukan perbaikan pada delapan atribut yang masuk dalam kategori kuadran III ini.

4. Analisis Kuadran 4

Atribut yang terdapat dalam kuadran ini yaitu nomor 2, 4, 6, 7, 8 yang masuk dalam kategori tangible. Masing-masing nomor atribut tersebut yaitu perabotan kapal yang berkualitas tinggi (2), fasilitas perbelanjaan di kapal (4), ketersediaan tempat tidur dengan nomor sesuai tiket (6), ukuran kabin yang besar (7), dan kondisi kamar yang bersih (8). Konsumen memiliki penilaian bahwa lima poin atribut tersebut dirasakan sangat belum sesuai dengan harapan. Fasilitas mengenai tempat belanja yang sesuai harapan konsumen terkait dengan kurang beragamnya barang yang dijual di market yang terdapat di kapal, serta nilai jual yang jauh lebih mahal dibanding harga pada umumnya. Penomoran tempat tidur dan kabin yang sesuai dengan nomor tiket dibutuhkan oleh penumpang. Hal tersebut menghindari adanya rebutan tempat tidur antar-sesama penumpang. Kabin yang disediakan pada kapal dirasa masih kurang luas bagi konsumen sehingga apa yang diharapkan tidak sesuai dengan kondisi nyata. Selain itu juga masalah kebersihan kamar bagi responden masih dirasa kurang terjamin kebersihannya. Atribut nomor 23 termasuk dalam kategori dimensi assurance yaitu tentang keamanan di pelabuhan. Responden merasa bahwa keamanan di pelabuhan masih kurang baik dan tidak sesuai dengan harapan konsumen.

Enam atribut tersebut bagi responden dirasa masih sangat kurang baik dan tidak sesuai dengan harapan konsumen. Kuadran IV dirasa sangat penting bagi konsumen namun dalam pelaksanaan kenyataannya masih jauh dari harapan konsumen. Atribut-atribut ini sebaiknya dilakukan perbaikan pelayanan karena merupakan masuk dalam skala prioritas utama dan harapan konsumen yang tinggi.

KESIMPULAN DAN SARAN

Kesimpulan

Berdasarkan hasil analisis dan pembahasan penelitian, dapat disimpulkan beberapa hal sebagai berikut.

1. Berdasarkan analisis servqual, terlihat seluruh dimensi memperlihatkan nilai gap yang negative. Hal ini mengindikasikan masih adanya ketidaksesuaian antara harapan penumpang kapal Pelni dengan pelayanan yang diterima. Nilai gap terbesar terdapat dalam dimensi tangible yaitu -1,3 sedangkan nilai gap terkecil terdapat pada dimensi responsiveness yaitu -0,42.
2. Atribut servqual yang merupakan prioritas pelanggan yang harus diperbaiki karena sangat penting bagi penumpang kapal, yaitu berdasarkan analisis diagram kartesius kuadrant 1 sebagai berikut. Tempat tidur dengan nomor sesuai tiket, ukuran kabin, kebersihan kamar, tempat perbelanjaan di kapal dengan harga yang normal, dan perabotan kapal yang berkualitas.

Saran

Saran yang dapat diberikan kepada manajemen PT Pelni untuk meningkatkan kepuasan pelanggan berdasarkan servqual ini adalah sebagai berikut.

1. Pemberian nomor tempat tidur yang sesuai dengan tiket sehingga penumpang bisa mendapat kepastian akan tempat tidur. Tidak perlu berebut. Ini juga akan membuat penumpang tidak berebut masuk kapal. Bisa santai, jadi akan mengurangi antrean yang berdesak-desakan seperti saat ini
2. Ukuran kabin diperluas, atau diberi sekat antar-penumpang sebelahnya sehingga ada privasi dan lebih nyaman.
3. Kebersihan kamar ditingkatkan, dan dipantau terus menerus selama pelayaran.
4. Tempat perbelanjaan diperbaiki dan ditambah. Selain itu, yang penting harga barang-barang yang dijual tidak terlalu tinggi perbedaannya dengan harga di pasaran.
5. Perabotan kapal diperbaharui. Dan ditingkatkan kualitasnya.
6. Perlunya penelitian lebih lanjut untuk memadukan persepsi pelanggan dengan persepsi manajemen PT Pelni terkait dengan kepuasan pelanggan.

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PENGARUH SISTEM PENGUKURAN KINERJA KOMPREHENSIF DAN PEMBERDAYAAN PSIKOLOGIS TERHADAP KOMITMEN ORGANISASI

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Abstract: *A comprehensive performance measurement system is part of the management control function. Overall activities undertaken by employees in strategic planning, budgeting, implementation, and performance evaluation are influenced by the management. This study aims to examine the effect of a comprehensive performance measurement system on psychological empowerment and organizational commitment, as well as the effect of psychological empowerment on organizational commitment at Unusa. Hypothesis testing in this study using Structural Equation Modeling - Partial Least Square (SEM-PLS) with WarpPLS 3.0 software. The results of this study indicate that a comprehensive performance measurement system positively affects the psychological empowerment and organizational commitment. The latest findings of psychological empowerment have a positive effect on organizational commitment.*

Keywords: *a comprehensive performance measurement system, psychological empowerment, organizational commitment*

A. PENDAHULUAN

Reformasi birokrasi tidak hanya dilakukan oleh pemerintah saja, namun juga dilakukan oleh organisasi-organisasi lain, salah satunya adalah organisasi sektor publik. Perubahan yang dilakukan oleh organisasi sektor publik mulai dari struktur manajemen publik, akuntansi keuangan dan manajemen, manajemen keuangan, manajemen sumber daya manusia, dan strategi yang berorientasi pada *output* dan *outcome* dengan tujuan untuk meningkatkan kinerja dan pelayanan publik (Bogt, 2008).

Reformasi birokrasi tidak hanya dilakukan oleh pemerintah saja, namun juga dilakukan oleh organisasi-organisasi lain, salah satunya adalah organisasi sektor publik. Perubahan yang dilakukan oleh organisasi sektor publik mulai dari struktur manajemen publik, akuntansi keuangan dan manajemen, manajemen keuangan, manajemen sumber daya manusia, dan strategi yang berorientasi pada *output* dan *outcome* dengan tujuan untuk meningkatkan kinerja dan pelayanan publik (Bogt, 2008). Di Indonesia, awal mula perubahan sistem administrasi sektor publik terjadi sejak dikeluarkannya Instruksi Presiden (Inpres) Nomor 07 Tahun 1999 tentang Penerapan Sistem Akuntabilitas Kinerja Pemerintah (SAKIP).

Pengukuran kinerja yang dilakukan oleh organisasi pemerintahan biasanya hanya menggunakan pengukuran secara keuangan. Agar pelayanan publik yang semakin baik, maka organisasi pemerintahan hendaknya menggunakan sistem pengukuran kinerja komprehensif yakni pengukuran secara keuangan dan nonkeuangan (Jansen, 2008; Kloot dan Martin, 2000). Sistem pengukuran kinerja komprehensif merupakan bagian dari fungsi pengendalian manajemen. Keseluruhan aktivitas yang dilakukan oleh karyawan dalam perencanaan strategi, penyusunan ang-

garan, pelaksanaan, dan evaluasi kinerja dipengaruhi oleh pihak manajemen. Dalam melaksanakan aktivitas tersebut harus terdapat pengukurannya untuk mengetahui apakah program dan kegiatan telah sesuai dengan capaian strategi yang ditetapkan atau tidak (Halim dan Kusufi, 2013; Anthony dan Govindarajan, 2007; Nordiawan dan Hertianti, 2010). Sistem pengukuran kinerja komprehensif digunakan untuk melakukan pengendalian internal dan pelaporan kinerja dari keseluruhan aktivitas pemantauan, penilaian, dan manajemen risiko (Pollanen, 2014).

Sistem pengukuran kinerja komprehensif menyajikan informasi mengenai pengukuran secara keuangan dan nonkeuangan dengan perspektif yang berbeda-beda dalam menerjemahkan strategi ke dalam seperangkat ukuran kinerja dan kinerja individu dapat ditingkatkan dengan adanya sumber informasi dan keputusan yang diambil dapat memberikan hasil yang efektif dan efisien (Chenhall, 2005; Kren, 1992). Sistem pengukuran kinerja komprehensif dapat memainkan peran penting dalam mendukung pengembangan manajerial di perusahaan (Garengo et al., 2005). Garengo et al. (2005) mengindikasi bahwa adanya perbedaan yang signifikan antara teori dan praktik tentang pentingnya sistem pengukuran kinerja komprehensif pada perusahaan dalam mendukung pengembangan sistem manajerial.

Penelitian tentang persepsi sistem pengukuran kinerja komprehensif yang berpengaruh terhadap kinerja manajerial dan kinerja organisasi sudah banyak dilakukan (Chenhall, 2005; Spekle dan Verbeeten, 2014; Neely et al., 1995; Nielsen, 2013), namun penelitian mengenai persepsi pengaruh sistem pengukuran kinerja komprehensif terhadap perilaku individu masih jarang dilakukan (Shields et al., 2000; Webb, 2004). Perilaku individu ketika mengimplementasikan strategi ini sangat penting karena adanya perbedaan dalam psikologi sosial dan ekonomi cara individu memberikan tanggapan terhadap sistem pengukuran kinerja komprehensif (Luft, 2004).

Pemberdayaan psikologis merupakan faktor psikologis yang dapat memengaruhi persepsi individu tentang sistem pengukuran kinerja komprehensif untuk peningkatan kinerja manajerial. Persepsi tentang sistem pengukuran kinerja komprehensif yang dimiliki organisasi memberikan kejelasan tujuan karena menyediakan informasi secara menyeluruh yakni informasi pengukuran secara keuangan dan nonkeuangan. Kejelasan tujuan terjadi karena informasi menjadi lebih rinci dan spesifik sehingga peran dan tanggung jawab individu menjadi jelas dan tidak ambiguitas (Hall, 2008; Hassan, 2013). Penelitian bertujuan untuk menguji persepsi individu tentang pengaruh sistem pengukuran kinerja komprehensif terhadap pemberdayaan psikologis dan komitmen organisasi pada Karyawan Universitas Nahdlatul Ulama Surabaya.

B. TINJAUAN LITERATUR DAN PENGEMBANGAN HIPOTESIS

1. Sistem pengukuran kinerja komprehensif dengan pemberdayaan psikologis

Sistem pengukuran kinerja menurut Neely et al. (1995) merupakan proses pengukuran kegiatan organisasi yang efektif dan efisien untuk kinerja organisasi menjadi lebih baik. Bowen dan Lawler (1992) menyatakan bahwa informasi dari sistem pengukuran kinerja komprehensif dapat memberikan kejelasan dan peningkatan pemberdayaan psikologis karyawan. Bowen dan Lawler (1992) menambahkan bahwa karyawan yang merasa diberdayakan atau memiliki pemberdayaan psikologis ketika mendapatkan informasi mengenai kinerja organisasi dapat berkontribusi bagi

kemajuan organisasi dan memiliki kekuatan untuk mengambil keputusan yang berpengaruh di dalam organisasi. Berdasarkan hasil penelitian yang telah dipaparkan di atas, peneliti membuat hipotesis sebagai berikut.

H1: Sistem pengukuran kinerja komprehensif berpengaruh positif terhadap pemberdayaan psikologis

2. Sistem pengukuran kinerja komprehensif dengan komitmen organisasi

Tan dan Lau (2010) sistem pengukuran kinerja komprehensif digunakan untuk mengevaluasi kinerja yang dapat memengaruhi tiga *outcome* yakni keadilan prosedural, kepuasan kerja, dan komitmen organisasi. Hasil penelitian Tan dan Lau (2010) mengindikasi bahwa sistem pengukuran kinerja komprehensif berhubungan positif terhadap komitmen organisasi.

Sistem pengukuran kinerja komprehensif digunakan dalam proses manajemen kinerja yang adil dan untuk meningkatkan kepercayaan antara atasan dengan bawahan sehingga akan meningkatkan komitmen organisasi seorang manajer. Sistem pengukuran kinerja komprehensif berhubungan positif terhadap komitmen organisasi (Sholihin dan Pike, 2010). Berdasarkan hasil penelitian yang telah dipaparkan di atas, peneliti membuat hipotesis sebagai berikut.

H2: Sistem pengukuran kinerja komprehensif berpengaruh positif terhadap komitmen organisasi

3. Pemberdayaan Psikologis dengan Komitmen Organisasi

Castro et al. (2008) menyatakan bahwa pemimpin yang ingin meningkatkan kepuasan karyawan dan komitmen organisasi karyawan seharusnya dapat mengomunikasikan tujuan organisasi, membina internalisasi tujuan, dan menciptakan pemberdayaan psikologis bagi karyawan. Pemimpin dalam sebuah organisasi harus mampu untuk melaksanakan dengan baik proses transformasional melalui pertimbangan individual, stimulasi intelektual, dan memberikan pengaruh terhadap perilaku individual untuk mencapai strategi dan tujuan organisasi yang diharapkan.

Persepsi karyawan tentang praktik kepemimpinan atau gaya manajemen yang baik akan dapat meningkatkan pemberdayaan psikologis dalam melaksanakan fungsi organisasi sehingga komitmen organisasi juga dapat ditingkatkan (Ismail et al., 2011). Pemberdayaan psikologis berpengaruh positif terhadap komitmen organisasi (Bhatnagar, 2005; Castro et al., 2008). Dari pemaparan hasil penelitian di atas maka peneliti membuat hipotesis sebagai berikut.

H3: Pemberdayaan psikologis berpengaruh positif terhadap komitmen organisasi

C. METODE PENELITIAN

1. Sampel

Sampel dalam penelitian ini adalah karyawan Universitas Nahdlatul Ulama Surabaya yang sudah bekerja minimal tiga bulan. Pengumpulan data dalam penelitian ini menggunakan survei secara langsung dilakukan dengan cara menyebarkan kuesioner *hard copy* langsung kepada responden dengan kriteria yang telah ditentukan. Jumlah kuesioner yang disebar 93 dan kuesioner yang kembali 82. Berdasarkan data yang telah dikumpulkan terdapat 11 kuesioner yang tidak di isi dengan lengkap sehingga kuesioner yang dapat digunakan hanya 72. Persentase tingkat respons dalam penelitian ini sebesar 77% yang menunjukkan bahwa tingkat respons yang ditunjukkan oleh responden tinggi, yang mengindikasi-

kan bahwa karyawan Universitas Nahdlatul Ulama Surabaya tertarik untuk berpartisipasi dalam penelitian ini.

2. Pengukuran Variabel

a. Sistem Pengukuran Kinerja Komprehensif

Variabel Sistem pengukuran kinerja komprehensif diukur dengan menggunakan instrumen yang telah digunakan Hall (2008). Variabel sistem pengukuran kinerja komprehensif diukur dengan skala Likert 7 poin yang terdiri dari sembilan item pertanyaan (1 = sangat-sangat tidak sesuai sampai 7 = sangat-sangat sesuai).

b. Pemberdayaan Psikologis

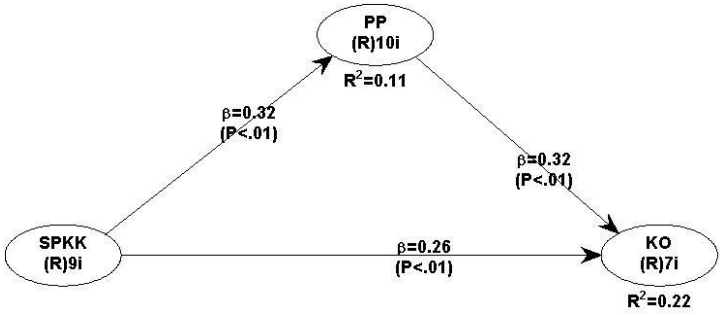
Variabel Pemberdayaan psikologis diukur dengan instrumen yang diadopsi dari Spreitzer (1995) yang terdiri dari 12 item pertanyaan, yakni tiga item untuk setiap konstruk pemberdayaan psikologis: makna (*meaning*), kompetensi (*competence*), determinasi diri (*self-determination*), dan dampak (*impact*). Variabel pemberdayaan psikologis diukur dengan menggunakan skala likert (1 = sangat-sangat tidak setuju sampai 7 = sangat-sangat setuju).

c. Komitmen Organisasi

Variabel Komitmen organisasi diukur dengan menggunakan instrumen versi pendek dari Mowday, Streers, dan Porter (1979) yang telah digunakan oleh Sholihin dan Pike (2010). Variabel komitmen organisasi diukur dengan menggunakan skala likert (1 = sangat tidak setuju, 7 = sangat setuju) yang terdiri dari 9 item pertanyaan. Variabel komitmen organisasi diukur dengan menggunakan skala likert (1 = sangat-sangat tidak setuju, 7 = sangat-sangat setuju).

D. HASIL

Pengujian hipotesis dalam penelitian ini menggunakan *structural equation modeling* (SEM) dengan metode alternatif *partial least square* (PLS) menggunakan *software* WarpPLS 3.0. Pengujian hipotesis dalam penelitian ini dengan melihat nilai koefisien jalur dan nilai signifikansi (*p-value*). Koefisien jalur digunakan untuk melihat arah hubungan dalam hipotesis. Nilai koefisien jalur positif berarti variabel independen berhubungan positif dengan variabel dependen, sedangkan untuk nilai koefisien jalur negatif diartikan variabel independen berhubungan negatif dengan variabel dependen.



Gambar 1 Hasil Evaluasi Model Penelitian

Hipotesis yang diajukan dalam penelitian ini ada tiga. Hipotesis dalam penelitian ini dikatakan terdukung dengan *p-value* < 0,01 (signifikan pada tingkat 1%), *p-value* < 0,05 (signifikan pada tingkat 5%) serta *p-value* < 0,1 (signifikan pada tingkat 10%). Berikut nilai koefisien jalur, *P-value* dari hasil pengujian hipotesis menggunakan analisis SEM-PLS.

Tabel 1 Koefisien Jalur dan *P-Value*

	Koefisien Jalur	*P-Value*
SPKK → PP	0.32	<0,001***
SPKK → KO	0.26	<0,001***
PP → KO	0.32	<0,001***

* Signifikan pada level 0,05 (*2-tailed*)
** Signifikan pada level 0,01 (*2-tailed*)
*** Signifikan pad level 0,001 (*2-tailed*)

Berikut ini penjelasan lebih jelas untuk masing-masing hipotesis yang diajukan dalam penelitian.

H1a: Sistem pengukuran kinerja komprehensif berpengaruh positif terhadap pemberdayaan psikologis

Hasil pengujian hipotesis yang ditunjukkan pada Tabel 1 menunjukkan bahwa sistem pengukuran kinerja komprehensif (SPKK) berpengaruh positif signifikan terhadap pemberdayaan psikologis (PP) yang dibuktikan dengan nilai koefisien jalur SPKK ? PP sebesar 0,32, *P-value* <0,001 (lebih kecil dari 0,001). Berdasarkan hasil tersebut maka dapat disimpulkan bahwa sistem pengukuran kinerja komprehensif berpengaruh positif terhadap pemberdayaan psikologis sehingga mendukung hipotesis 1a yang diajukan.

Hasil tesebut menunjukkan bahwa sistem pengukuran kinerja yang tersedia secara komprehensif dapat meningkatkan motivasi intrinsik individu yang sangat tinggi dalam pelaksanaan tugas manajerial. Penyelesaian tugas dari karyawan dapat terlaksana dengan baik ketika informasi yang tersedia tidak hanya berdasarkan informasi keuangan atau non-keuangan saja, akan tetapi informasi secara komprehensif. Motivasi karyawan akan meningkat ketika informasi yang dimiliki organisasi tersedia secara komprehensif.

H1b: Sistem Pengukuran Kinerja komprehensif berpengaruh positif terhadap komitmen organisasi

Hasil pengujian hipotesis pada tabel menunjukkan bahwa sistem pengukuran kinerja komprehensif (SPKK) berpengaruh positif signifikan terhadap komitmen organisasi (KO) yang dibuktikan dengan nilai koefisien jalur SPKK? KO sebesar 0,26, *P-value* <0,001 (lebih kecil dari 0,001). Berdasarkan hasil tersebut maka dapat disimpulkan bahwa sistem pengukuran kinerja komprehensif berpengaruh positif terhadap komitmen organisasi sehingga mendukung hipotesis 1b yang diajukan.

Hasil pengujian hipotesis 1b di atas mengindikasikan bahwa informasi yang tersedia dari sistem pengukuran kinerja komprehensif yang informasinya lebih spesifik dapat meningkatkan keyakinan manajer unit untuk melaksanakan tugas sesuai dengan tujuan yang diharapkan oleh organisasi. Keyakinan individu tersebut membuat individu tersebut tetap bekerja dan bekerja dengan baik. Penelitian ini konsisten dengan penelitian Sholihin dan Pike (2010) yang menemukan bahwa sistem pengukuran kinerja komprehensif menjadikan komitmen organisasi meningkat.

H1c: Pemberdayaan psikologis berpengaruh positif terhadap komitmen organisasi

Hasil pengujian hipotesis yang ditunjukkan pada tabel tersebut menunjukkan bahwa pemberdayaan psikologis (PP) berpengaruh positif signifikan terhadap komitmen organisasi (KO) yang dibuktikan dengan nilai koefisien jalur PP? KO sebesar 0,32, *P-value* <0,001 (lebih kecil dari 0,001). Berdasarkan hasil tersebut maka dapat disimpulkan bahwa pemberdayaan psikologis berpengaruh positif terhadap komitmen organisasi sehingga mendukung hipotesis 1c yang diajukan.

Hasil pengujian hipotesis 1c di atas, menunjukkan bahwa karyawan yang yang diberdayakan akan meningkatkan komitmen organisasi. Konsistensi penelitian ini sesuai dengan penelitian yang dilakukan oleh Castro et al. (2008) yang menyatakan bahwa pemberdayaan psikologis meningkatkan komitmen organisasi.

E. KESIMPULAN

Penelitian ini memiliki tujuan untuk menginvestigasi pengaruh dari sistem pengukuran kinerja komprehensif terhadap pemberdayaan psikologis dan komitmen organisasi. Selain itu, penelitian ini juga ingin menginvestigasi pengaruh pemberdayaan psikologis terhadap komitmen organisasi.

Hasil penelitian ini dapat disimpulkan bahwa sistem pengukuran kinerja komprehensif berpengaruh positif dan signifikan terhadap pemberdayaan psikologis. Dengan adanya sistem pengukuran kinerja secara komprehensif maka informasi menjadi lebih spesifik, relevan dan andal, sehingga informasi yang dibutuhkan oleh karyawan tersedia dan dapat dipergunakan dengan baik yang pada akhirnya akan berdampak pada meningkatkan motivasi dalam bekerja yakni pemberdayaan psikologisnya.

Kesimpulan berikutnya yaitu sistem pengukuran kinerja komprehensif yang informasinya lebih spesifik dapat meningkatkan keyakinan manajer unit untuk melaksanakan tugas sesuai dengan tujuan yang diharapkan oleh organisasi. Keyakinan individu tersebut membuat individu tersebut tetap bekerja dan bekerja dengan baik. Penelitian ini konsisten dengan penelitian Sholihin dan Pike (2010) yang menemukan bahwa sistem pengukuran kinerja komprehensif menjadikan komitmen organisasi meningkat.

Kesimpulan terakhir dalam penelitian ini yaitu pemberdayaan psikologis meningkatkan komitmen organisasi. Bukti ini konsisten dengan penelitian Castro et al. (2008). Ketika karyawan merasa diberdayakan, maka komitmen dalam sebuah organisasi tersebut akan meningkat, karena motivasi bekerjanya juga baik.

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KEBIJAKAN EDITORIAL DAN PEDOMAN PENULISAN ARTIKEL

Kebijakan Editorial

Jurnal Ekonomi dan Bisnis diterbitkan oleh Fakultas Ekonomi dan Bisnis Universitas Nahdlatul Ulama Surabaya secara berkala (setiap 6 bulan sekali) dengan tujuan untuk menyebarluaskan informasi hasil penelitian, artikel ilmiah kepada akademisi, mahasiswa, praktisi dan lainnya yang menaruh perhatian terhadap penelitian-penelitian dalam bidang ekonomi. Lingkup hasil penelitian dan artikel yang dimuat dalam *Jurnal Ekonomi dan Bisnis* ini adalah yang berkaitan dengan pendidikan uang dilakukan oleh Fakultas Ekonomi dan Bisnis Universitas Nahdlatul Ulama Surabaya, yakni manajemen dan akuntansi.

Jurnal Ekonomi dan Bisnis menerima kiriman artikel yang ditulis dalam bahasa Indonesia atau bahasa Inggris. Penentuan artikel yang dimuat dalam *Jurnal Ekonomi dan Bisnis* dilakukan melalui proses *blind review* oleh editor *Jurnal Ekonomi dan Bisnis*. Hal-hal yang perlu dipertimbangkan dalam penentuan pemuatan artikel, antara lain: terpenuhinya syarat penulisan dalam majalah ilmiah, metode penelitian yang digunakan, kontribusi hasil penelitian dan artikel terhadap pengembangan pendidikan manajemen dan akuntansi. Penulis harus menyatakan bahwa artikel yang dikirimkan ke *Jurnal Ekonomi dan Bisnis*, tidak dikirim atau dipublikasikan dalam majalah atau jurnal ilmiah lainnya.

Editor bertanggung jawab untuk memberikan telaah konstruktif terhadap artikel yang akan dimuat, dan apabila dipandang perlu editor menyampaikan hasil evaluasi artikel kepada penulis. Artikel yang diusulkan untuk dimuat dalam *Jurnal Ekonomi dan Bisnis* hendaknya mengikuti pedoman penulisan artikel yang dibuat editor.

Pedoman Penulisan Artikel

Pedoman penulisan artikel dalam *Jurnal Ekonomi dan Bisnis* yang diharapkan menjadi pertimbangan para penulis.

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1. Artikel diketik dengan spasi ganda pada kertas A4 (210x297mm).
2. Panjang artikel maksimum 7000 kata dengan huruf Courier atau Classical Garamond 11–12 poin atau sebanyak 15 sampai dengan 20 halaman.
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Isi Tulisan

Tulisan yang berupa hasil penulisan disusun sebagai berikut.

1. Abstrak, bagian ini memuat ringkasan artikel atau ringkasan penelitian yang meliputi masalah penelitian, tujuan, metode, hasil, dan kontribusi hasil penelitian. Abstrak disajikan di awal teks dan terdiri antara 200 sampai 400 kata (disajikan dalam bahasa Inggris). Abstrak diberi kata kunci (*keyword*) untuk memudahkan penyusunan indeks artikel.
2. Pendahuluan, menguraikan kerangka teoretis berdasarkan telaah literatur yang menjadi landasan untuk mengembangkan hipotesis dan model penelitian.
3. Kerangka Teoretis, memaparkan kerangka teoretis berdasarkan telaah literatur yang menjadi landasan untuk mengembangkan hipotesis dan model penelitian.
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